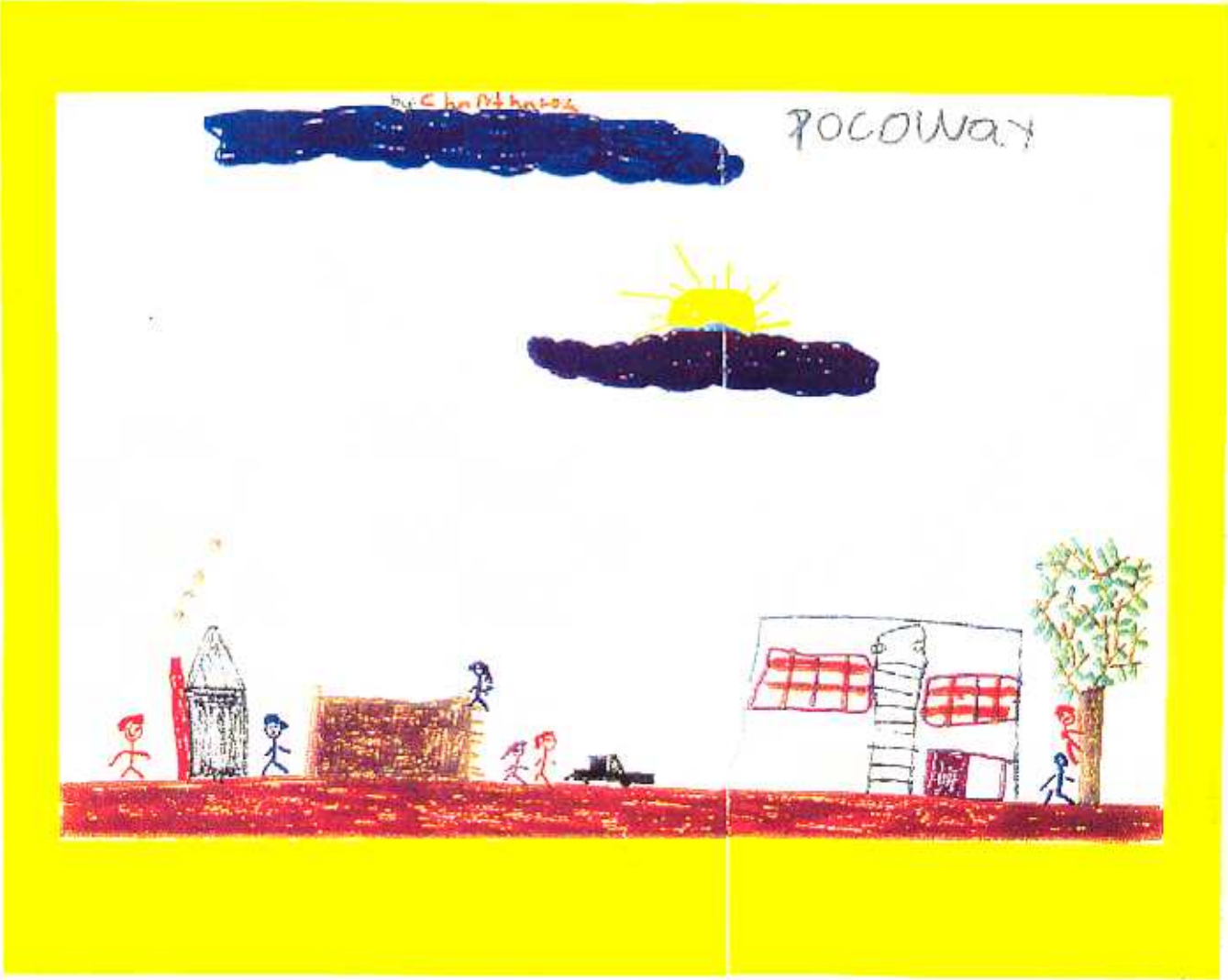
Poco Way Neighborhood Revitalization Strategy



City of San Jose

June 1994

Poco Way Neighborhood Revitalization Strategy

Adopted by the City Council
June 21, 1994

City of San Jose

Department of City Planning
and Building

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Introduction

Background

The Poco Way neighborhood is in the midst of change, evolving from a community with run-down housing, speeding cars, and severe crime to a safe neighborhood with decent, affordable housing, play areas, a community center, and other amenities. The Poco Way Neighborhood Revitalization Strategy is intended to direct this change. Located in East San Jose, the 15-acre Poco Way neighborhood is bounded by Story Road, McCreery Avenue, Cinderella Lane, and Sunset Avenue (see Figure 1).

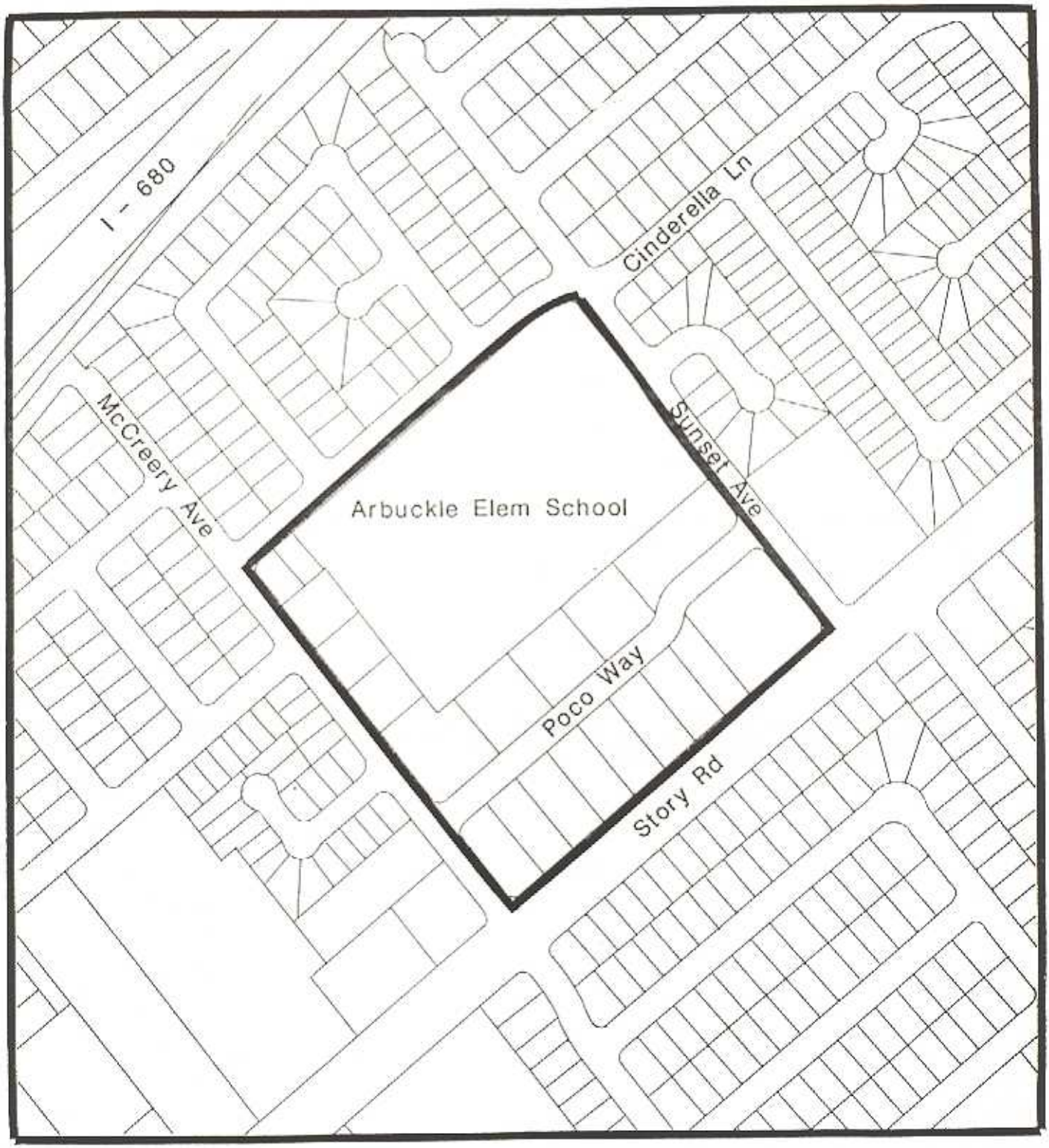
The Poco Way neighborhood is a community of low income families crowded into small apartments built in the early 1960's. Most of the 218 apartments are flats or townhouse-type units in fourplex buildings; other apartments are in buildings with 6, 28, or 40 units. A history of absentee landlords, lack of on-site management, and deferred maintenance contributed to the rapid decline in living conditions in the area.

The process of change for the Poco Way neighborhood and its immediate surroundings has been taking place over the past several years through a variety of actions:

- The distribution of City housing rehabilitation loans and paint grants to several property owners in the area *(1986 - present)*.
- The enactment of an anti-cruising ordinance for Story Road *(1987)*.
- The creation of the Story Road Neighborhood Business District to revitalize this commercial area through street improvements, paint and facade programs, and other activities *(1990 - present)*.
- The location of a Head Start Family Service Center in an apartment on Poco Way, working directly with the families in the neighborhood. During 1994, this operation is expected to move to the Arbuckle Neighborhood Service Center. Head Start also operates a pre-school at the Arbuckle School *(1990 - present)*.
- The establishment of the Poco/ Arbuckle Project Crackdown area, delivering aggressive code enforcement, community policing, graffiti abatement, and other neighborhood services into the area *(1992 - present)*.
- The City's acquisition of the Springdale and Pan Asian properties after the prior property owners defaulted on their loans with the City *(1992 and 1993)*.
- The acquisition and rehabilitation of a fourplex on McCreery to convert one apartment to the City of San Jose Arbuckle Neighborhood Service Center and to rent the remaining three units *(1992 - 1993)*.
- Job training program for the youth of the Poco Way neighborhood, offered by the San Jose Conservation Corps through various community improvement projects *(1993 - present)*.

Figure 1

Poco Way Study Area



Purpose of the Strategy

As part of Project Crackdown, it became clear that a neighborhood plan or strategy was needed for Poco Way. The purposes of the strategy are to address needed physical improvements and to direct the careful, long term revitalization of the area in a manner that is sensitive to the social and economic characteristics of the community. The Poco Way Neighborhood Revitalization Strategy focuses on eliminating the poor physical conditions in the neighborhood, including deteriorated apartment buildings and living units, absence of landscaping, inadequate parking, presence of trash, lack of play areas and usable open space areas, reckless driving along Poco Way, and the lack of security throughout the area. These issues are discussed in more detail in Chapter 2.

The Poco Way Neighborhood Revitalization Strategy presents a thoughtful, comprehensive approach to the major physical issues confronting the neighborhood. The Strategy and other programs mentioned above are intended to work together towards the overall improvement of the neighborhood.

Study Approach

The study of the Poco Way neighborhood involved the following steps:

- Identifying and understanding the physical environment within the community.
- Surveying the existing housing to determine the extent of needed repairs.
- Assessing other physical conditions in the neighborhood.
- Identifying a clear vision for the future of the community.
- Developing three revitalization alternatives.
- Conducting a financial analysis of the three alternatives.
- Selecting a preferred alternative based on a variety of criteria.
- Developing an implementation strategy for the preferred alternative.

Community involvement was critical throughout all phases of this study. During the process, City staff met with residents and other community members to uncover issues and obtain input on the progress of the study. At the outset of the study, City staff obtained public input by attending regularly scheduled meetings of the community and property owners which were established as part of Project Crackdown.

In September 1993, Vice Mayor Blanca Alvarado established the Poco Way Task Force. This task force is composed of representatives from the Poco Way neighborhood, nearby neighborhoods, Story Road Neighborhood Business District, Head Start, and Arbuckle Elementary School. Staff from several City Departments, the Redevelopment Agency, and the Housing Authority of Santa Clara County participated in these meetings (see the Acknowledgements for more detail).

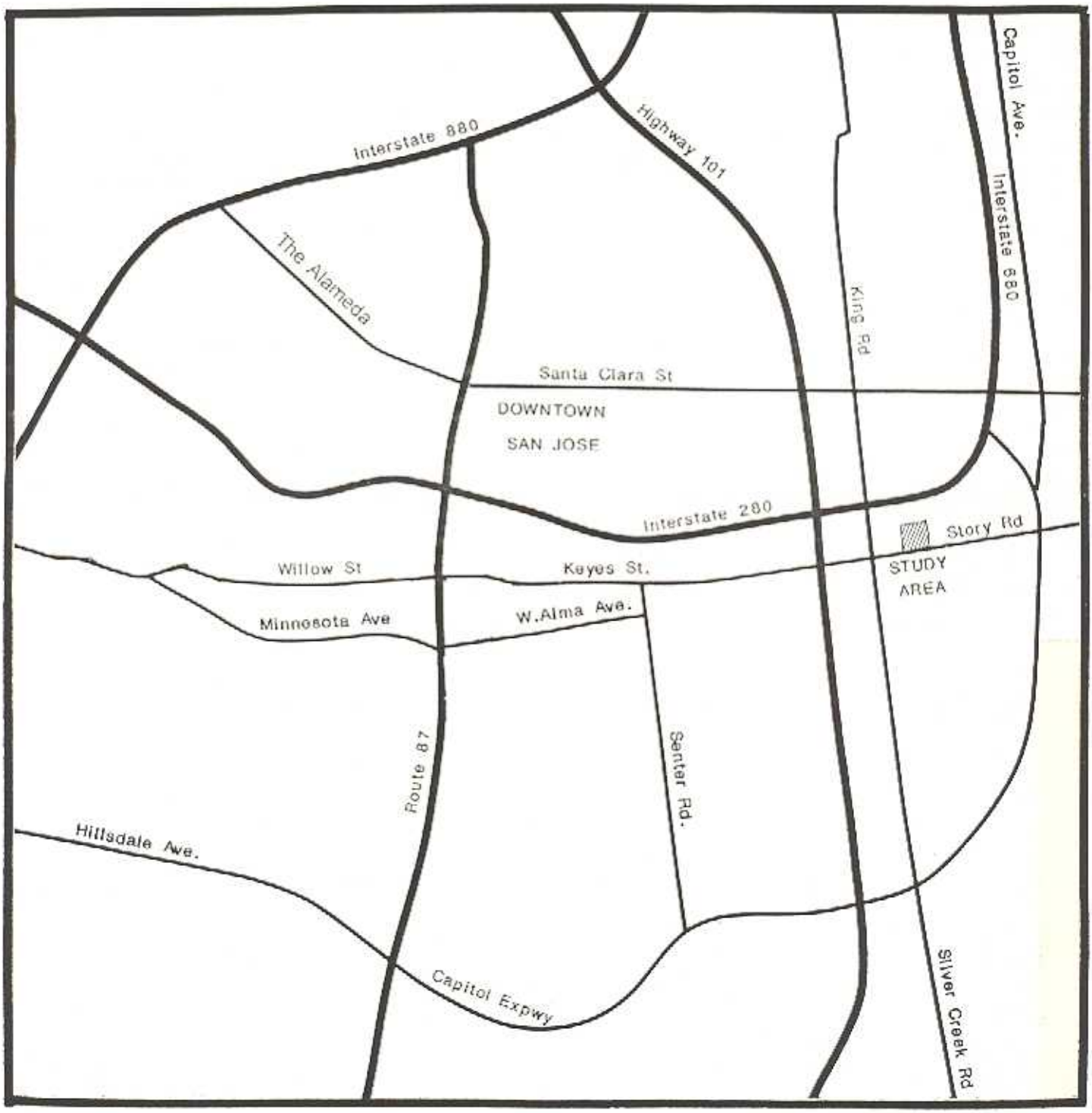
Organization of the Strategy

Following this introduction, the Strategy is organized into six remaining chapters:

Chapter Two:	Existing Conditions
Chapter Three:	Vision for the Revitalization of Poco Way
Chapter Four:	Alternatives
Chapter Five:	Evaluation of the Alternatives and Selection of a Preferred Alternative
Chapter Six:	Description of the Recommended Alternative
Chapter Seven:	Implementation of the Revitalization Strategy

Poco Way Study Area
Location within San Jose

Figure 2



Existing Conditions

This chapter discusses the major features and conditions of the Poco Way neighborhood.

The 15-acre Poco Way neighborhood contains the Arbuckle Elementary School, two single-family houses, and 218 rental apartments built in the early 1960's. The two single-family houses are located at the southeast corner of Cinderella Lane and McCreery Avenue, next to the school which faces onto Cinderella Lane. Most of the apartments are in buildings which contain either four or six units. The fourplexes between Poco Way and Story Road have townhouse-type units, whereas all of the remaining units are "flats." At the east end of Poco Way, there are two large apartment buildings, containing 28 and 40 units respectively. The apartment portion of the neighborhood has a density of approximately 29 dwelling units per acre.

The Arbuckle Neighborhood Service Center is located at 1050 McCreery Avenue in a converted groundfloor apartment. The Service Center is an important delivery point for various City programs including Neighborhood Services, Police, and Code Enforcement. Other agencies also provide services from the Center.

Location and Surrounding Land Uses

The Poco Way neighborhood is located southeast of the interchange of Highways 280 and 101 (see Figure 2). The major intersection of King and Story Roads is one block west of the study area. King and Story Roads are busy, predominantly commercial streets with shopping centers and storefront businesses along their lengths (see Figure 3).

Major commercial uses exist along the north side of Story Road from King Road to the west side of McCreery Avenue, including a shopping center with a grocery store, Jack-in-the-Box, and Kragen's Auto Parts. Kragen's obtains some of its access from McCreery Avenue, affecting the Poco Way neighborhood.

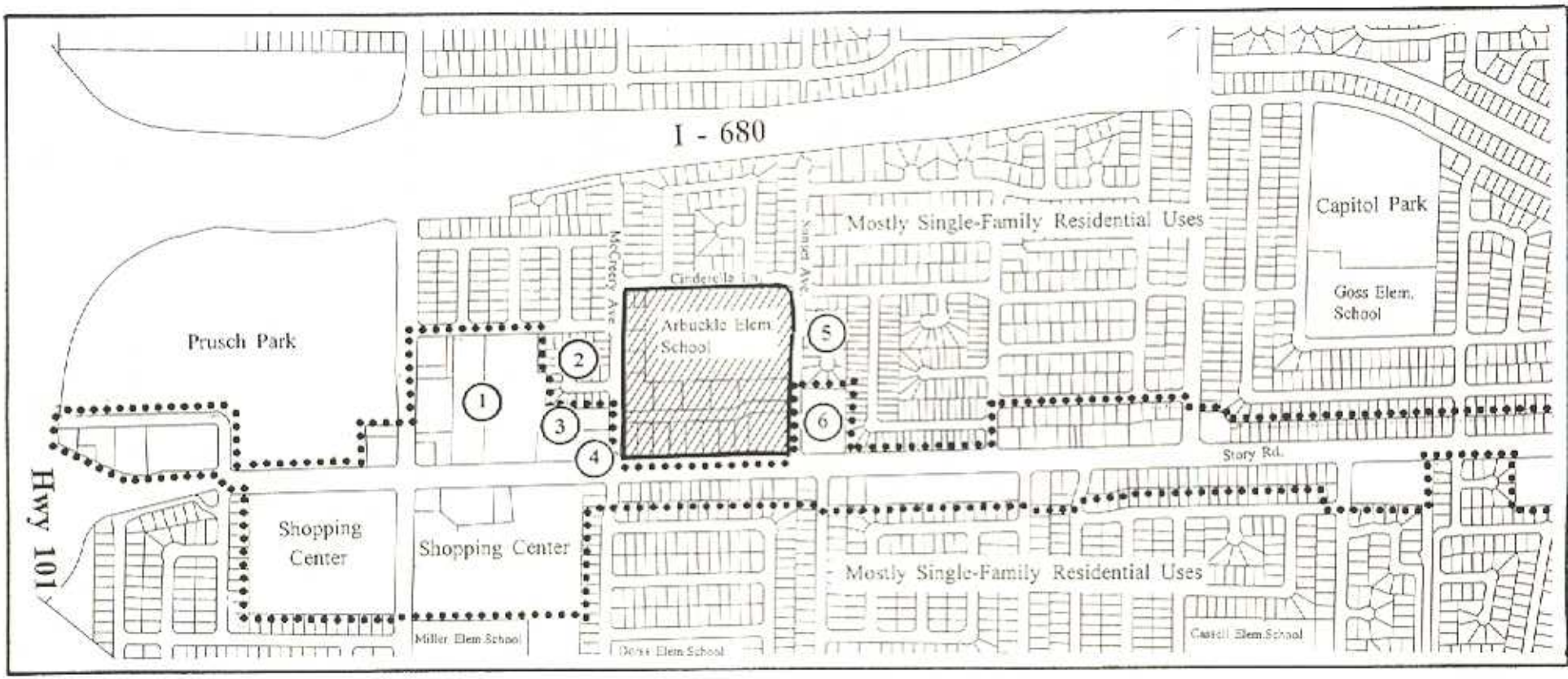
Just north of Kragen's, on McCreery Avenue, there is a liquor store with apartment units above. These uses face directly onto Poco Way and contributes to the blight conditions in the area. North of this liquor store/apartment complex, there is the Guapa "self-help" project, a 29-unit, single-family detached housing development. Self-help housing is a form of affordable housing in which the community and the ultimate residents and owners of the housing actively participate in its construction. Built during the late 1980's, these units are in good condition.

Most of the surrounding area north of the Poco Way neighborhood consists of single-family homes, some of which are suffering from deferred maintenance. East of the neighborhood is relatively new single-family attached (duet) housing and a small shopping center. To the south, across Story Road, there are a mixture of single-family residential and commercial uses.

Prusch Park, containing community gardens, farm animals, and demonstration plots of San Jose's agricultural past, is

Figure 3

Poco Way Neighborhood and Surrounding Land Uses



LEGEND

Study Area	
1	Shopping Center
2	Guapa Self-Help Project
3	Apartments/ Liquor Store
4	Kragen's
5	New Housing
6	Shopping Center
••••	Story Road Neighborhood Business District

SCALE: 1"=800'

just two blocks west of the Poco Way neighborhood. Capitol Park is located three-quarters of a mile east of the study area.

Transportation Characteristics

Both King and Story Roads are well-travelled by automobiles, County Transit buses, and other vehicular traffic. Until the enactment of the Anti-Cruising Ordinance, Story Road was one of the most heavily cruised streets in San Jose. The nearest traffic signals are at Story and King Roads, Story Road and McCreery Avenue, Story Road and Hopkins Drive, and Lido Avenue and King Road. The latter signal was recently installed to improve access to and from Prusch Park.

Zoning and General Plan Designations

The Poco Way neighborhood has two zoning districts (see Figure 4). The R-1 Single-Family Residential District is found along Cinderella Lane, encompassing two single-family houses and the Arbuckle School. The remainder of the study area is zoned R-3 Multiple-Family Residential District, permitting attached housing at up to 40 units per acre.

Three General Plan Land Use Designations are found in the study area (see Figure 5). The Arbuckle School is designated Public/Quasi-Public, reflecting the school use. The two houses on Cinderella Lane and six fourplexes on McCreery Avenue are designated High Density Residential (12 - 25 dwelling units per acre). The remainder of the study area is designated Very High Density Residential (25 - 40 dwelling units per acre).

Property Ownership

There are ten property owners in the neighborhood, excluding the Alum Rock School District (see Figure 6). The City of San Jose is currently the major property owner in the area, holding title to 96 units (44%). Some of the City's acquisitions occurred after property owners defaulted on their rehabilitation loans with San Jose. More recently, the City has acquired properties with the intent of positioning the City to implement this Revitalization Strategy. The Housing Authority of Santa Clara County manages all of the City-owned properties in the Poco Way neighborhood.

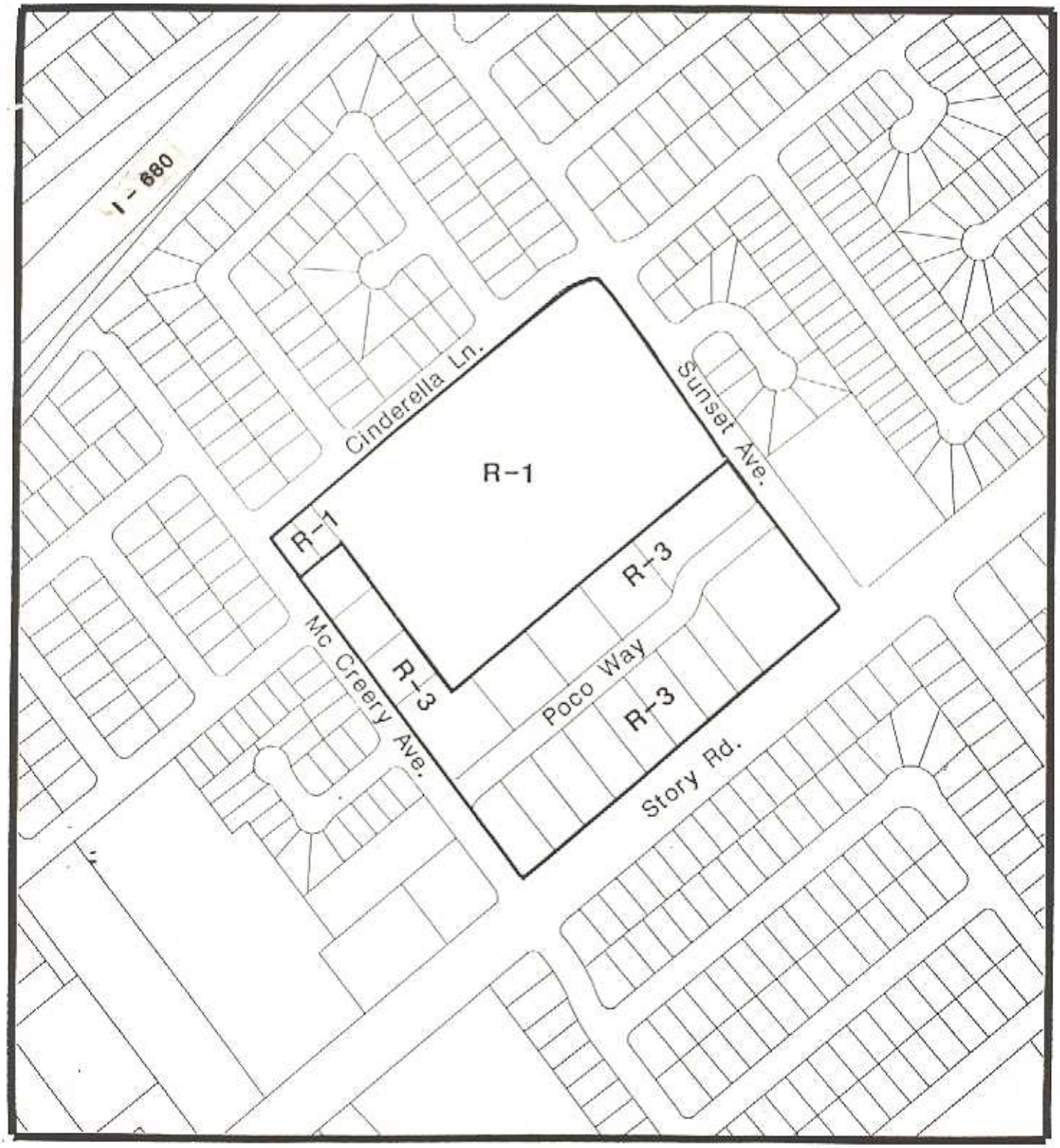
Demographics

A review of the 1990 U.S. Census information helps to describe the general demographic characteristics of the Poco Way neighborhood. It is possible that some of these characteristics have changed since 1990, and also that not all households completed the census forms given their possible concern about the use of the data.

Most of the Census data for this area is reported for a census tract which includes not only the Poco Way neighborhood but also a larger area composed primarily of single-family homes. This larger single-family neighborhood has a very different character than Poco Way; hence, the data reported by census tract only provide a glimpse of the true demographics of the smaller Poco Way neighborhood. The census tract is bounded by Interstate Highway 680, Jackson Avenue, Story Road, and King Road.

Zoning

Figure 4



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LEGEND

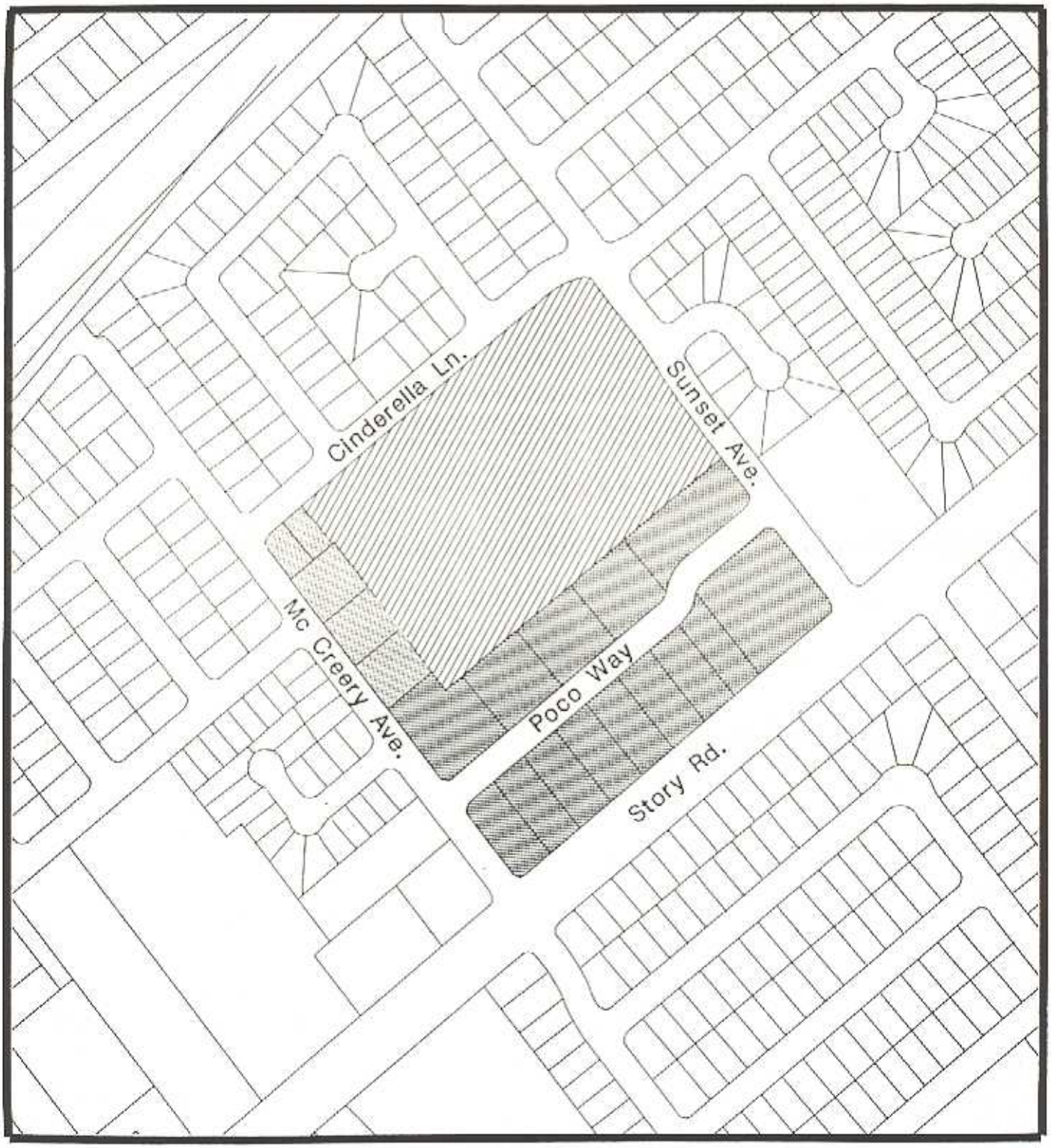
R - 1 Single Family Residential

R - 3 Multi-Family Residential

Scale:1"=300'

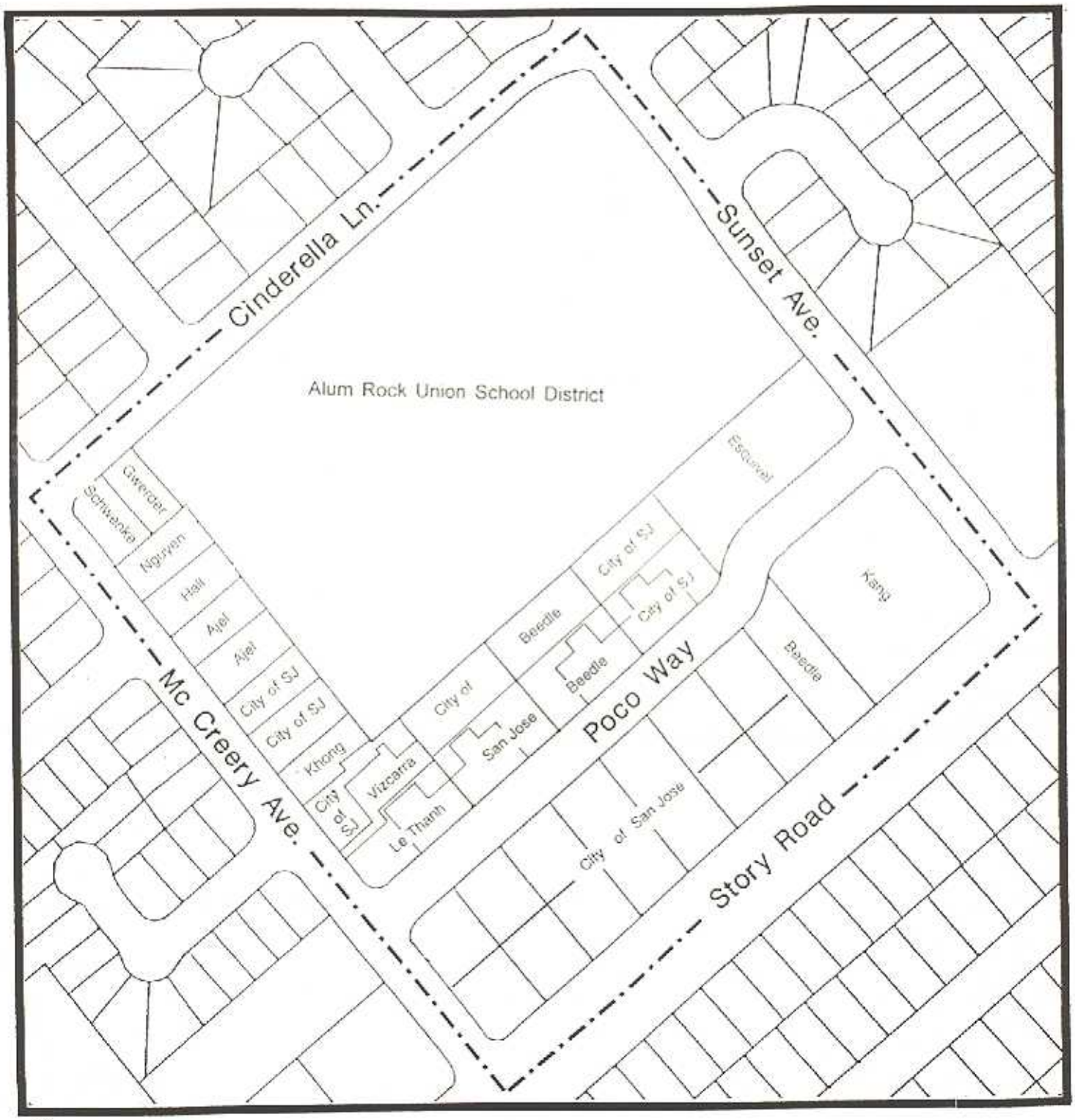
General Plan Designations

Figure 5



Property Ownership

Figure 6



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Note: Parcels shown within Study Area conform to the 1990 Santa Clara County Assessor's Office map Book 481 Page 37.

Scale: 1"=150'

Only a few statistics are available by "block group" for the 15-acre "Poco Way" neighborhood, bounded by Story Road, McCreery Avenue, Cinderella Lane and Sunset Avenue. 1990 block group data indicate that the neighborhood contained 1,442 people in 222 housing units (there are actually 220 housing units in the neighborhood today). The Poco Way neighborhood contains 25% of the housing units and over 31% of the population in the census tract.

Where available and relevant, comparisons are made between the Poco Way neighborhood, the census tract, San Jose, the San Francisco Bay Area, and California.

Housing in the neighborhood is crowded. The Poco Way neighborhood has an average of 6.5 persons per household, compared with 5.3 persons per household (pph) for the entire census tract. These figures are more than double the average for San Jose (3.1 pph), the San Francisco Bay Area (2.6 pph), and California (2.8 pph).

The neighborhood has a high poverty level. The 1989 per capita income in the census tract containing Poco Way was $6,778, only 40% of the $16,905 per capita mean income in San Jose. For people of Hispanic origin, 1989 per capita income was $6,129 in the census tract, compared to $10,007 in all of San Jose.

One-third of the people in the census tract live beneath the poverty level, compared to 9.3% for San Jose and 7.3% within Santa Clara County. (The U.S. Census Bureau determines poverty level on a nationwide scale. For example, the average poverty level for a family of four was $12,674 in 1989.)

Rents in the Poco Way area are comparable to the prevailing rates in San Jose. In 1990, the median gross rent in the census tract was $744, compared to $755 for San Jose. About 70% of all rent-paying households in the tract paid $700 or more per month in rent. Meanwhile, median housing values in the tract were significantly lower than for San Jose as a whole: $178,400 compared to $275,000.

Residents spend a large proportion of their incomes on rent. About 72% of all renters in the census tract paid 30% or more of their 1989 household incomes on rent. More than two-thirds of all households earning less than $35,000 a year paid 30% or more of their income on rent. Eighty-four percent of households making less than $20,000 a year paid more than 35% of their 1989 income on rent.

The neighborhood has a concentration of minority and immigrant households. In the two-block Poco Way area, the population is 74% Hispanic, 25% Non-Hispanic Asian, and about 1% Non-Hispanic White. Within the larger census tract, 54% of all people are "foreign-born" (i.e., born outside of the United States), more than twice the rate for San Jose (26.5%), the Bay Area (20.2%), and California (21.7%). It is estimated that an even higher percentage of Poco Way residents are foreign-born, mostly from Mexico, Vietnam, and Cambodia.

Spanish is the primary language spoken in 57% of the homes in the census tract. Various Asian languages (including Tagalog, Chinese, Mon-Khmer, and Vietnamese) are the primary languages spoken in 18% of the households, and English is the primary language spoken in 17% of the homes. In comparison,

English is the primary language spoken at home by 62% of people in all of San Jose.

The neighborhood has a large proportion of children. In 1990, 42% of the census tract population was 19 years of age or less, compared to 30% for San Jose. One-third of people in the census tract were 14 years of age or younger, compared to 23% in all of San Jose. Almost 24% of the people were below than age of ten, compared to 16% in San Jose.

The neighborhood has a high rate of single-parent families. In the census tract, 29% of all families with children are headed by a single parent, compared to 20% city-wide. In both cases, about three-quarters of these families are headed by single mothers.

Residents have relatively low levels of education. The high school graduation rate in the Poco Way census tract is less than half that in San Jose. In the census tract, only 36.4% of people 25 years and older have graduated high school, compared to 77.1% for San Jose, and 82.8% for the Bay Area. Only 9% of those 25 years and older in the census tract have attained a college degree (most of which are associate degrees) compared to 34.1% for San Jose and 39% for the Bay Area.

Residents tend to work in manufacturing and service. About half the employed persons 16 and older work in precision production, or as operators, fabricators, and laborers. The remainder work primarily in service industries as technicians, in sales, or administration. Only about 3% work in managerial or professional capacities, compared to 29% for San Jose.

More than one-quarter of the families in the census tract have no worker, while 27% have two workers, and 32% have three or more workers.

Overcrowding

Overcrowding is one of the characteristics of poor housing conditions by state and federal standards. The notion of overcrowding is derived from one's culture. Some people may choose to live with many other people in a small living space. In the Poco Way neighborhood, it is not uncommon that several households or families live in a single unit in order to afford the rent.

The U.S. Department of Housing and Urban Development defines overcrowding in a complex equation including the total number of people; their age, gender, and marital/relationship status; and the number and size of the bedrooms. For discussion purposes only, a simple interpretation could be that the occupancy of one unit should not exceed two persons per bedroom.

In the Poco Way neighborhood it is difficult to determine the exact number of people in each unit because of the types of households and living arrangements in the apartments. Some households consist entirely of adults while others are comprised of several families or one large extended family. In a sample of 80 occupied units, 26 appear to be overcrowded today. Evidence of overcrowding includes sleeping bunks created in linen closets and numerous sleeping mats crowding combined living and dining room floors. Overcrowding contributes to the "wear and tear" of an apartment due to more intensive and frequent use. The condition of a living unit can degrade rapidly when

overcrowding is combined with deferred maintenance and lack of on-site management.

Housing Conditions

There are 218 apartment units in the study area. Table 1 shows the number of units per building and the number of bedrooms per unit per building for each address in the study area. The table shows the predominance of one- and two-bedroom units in fourplex buildings. Two larger apartment buildings are located at the east end of Poco Way, containing 28 and 40 units, respectively. Figure 7 depicts a site plan of the existing neighborhood, showing the distribution of the units throughout the area.

In July 1993, a survey of some of the units was completed to determine the conditions of the individual living units and properties and the extent of needed repairs. Eighty-four units (38.5% of the total) were surveyed. City of San Jose housing inspectors surveyed 18 units and the Housing Authority inspected 60 units. In addition, the specifications from the rehabilitation work completed on 1050 McCreery (Arbuckle Neighborhood Service Center) was included in the analysis. These specifications detail all of the work that was needed to significantly improve the conditions of the units. The 1050 McCreery rehabilitation work may be indicative of the amount of rehabilitation needed for other units in the neighborhood.

The survey required the consent of the property owner and tenant. One property owner refused to have any of his buildings inspected.

The City of San Jose housing inspectors surveyed overall building and site conditions as well as individual units; the inspections consisted of investigations of all visible signs of structural, plumbing, electrical, heating, and other problems. The inspectors identified needed repairs to meet each of three standards:

- **City of San Jose Housing Code**: Similar to the California State Housing Code, these standards seek to create a decent, safe, and sanitary living environment.

- **City of San Jose Housing Rehabilitation Standards**: These standards meet the San Jose Housing Code plus recommend the replacement of elements or systems with predictable flaws. For example, if a roof has been in place for 35 years and it has an expected life of only 25 years, then this standard would require its replacement even if there were no leaks or other problems. This approach can extend the life of the entire structure; however, the property owner is free to chose the materials utilized in the work.

- **1050 McCreery Standard**: This standard meets the City of San Jose Housing Rehabilitation standards, plus the repairs utilize high quality and durable materials to facilitate maintenance and enhance the survival of the units and building. This level of improvement, with proper maintenance, should prolong the life of the buildings and the units as if they were newly constructed.

Ultimately, the "1050 McCreery" standard was chosen for the Poco Way neighborhood because of the Strategy's goal to revitalize the area for the long term, extending the economic life of all rehabilitated units.

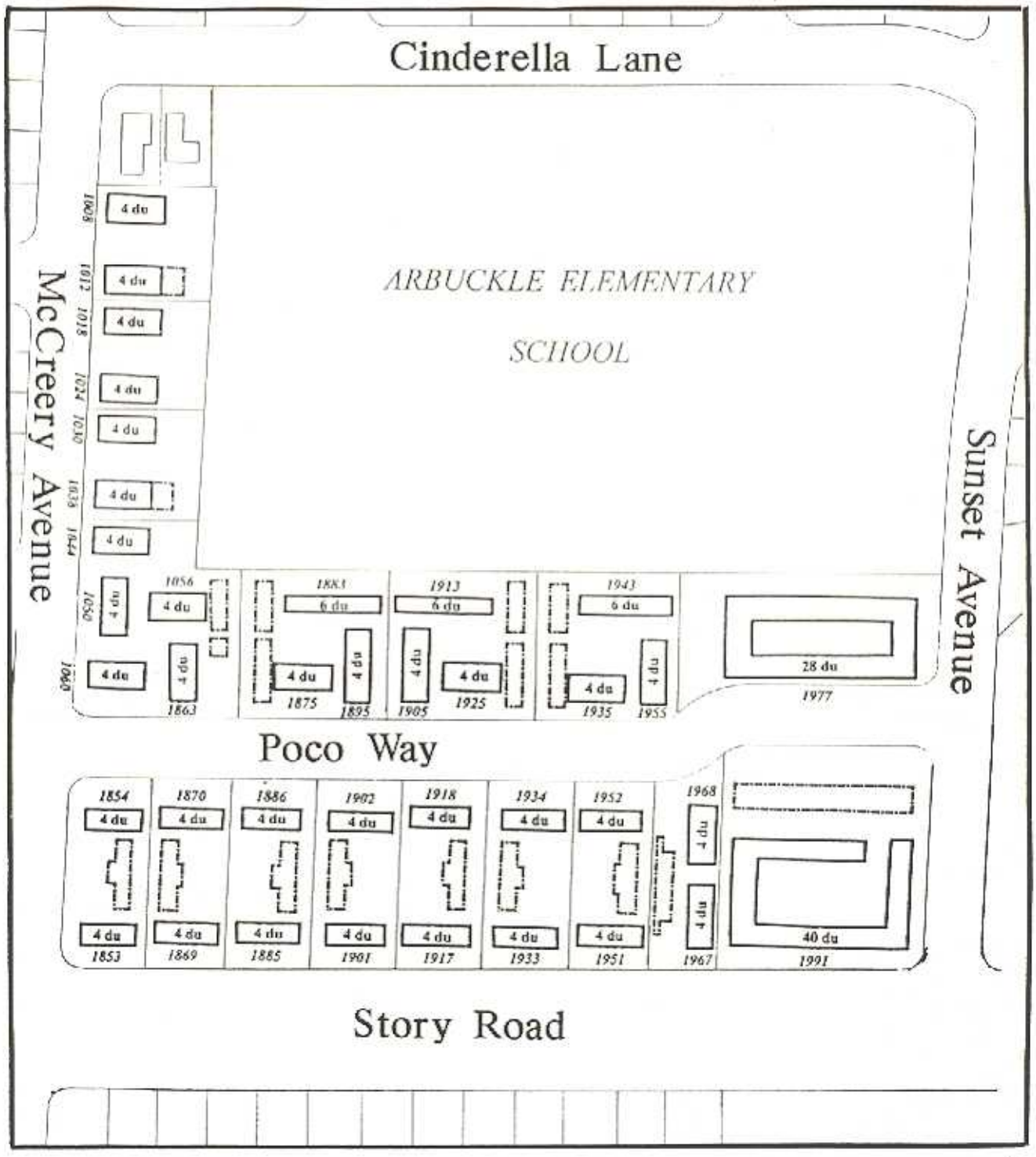
Table 1
Number of Units and Number of Bedroom by Address in the Poco Way Neighborhood

Building Type (Address)	Number of Buildings	Units/ Buildings	Number of Units	Unit Mix/Building
Fourplex with flats[1] (1008 - 1060 McCreery Avenue)	10	4	40	4 2-bedroom units
Fourplex with flats[1] (1863, 1875, 1895, 1905, 1925, 1935, and 1955 Poco Way)	7	4	28	1 1-bedroom unit 3 2-bedroom units
Sixplex with flats[1] (1883, 1913, and 1943 Poco Way)	3	6	18	1 1-bedroom unit 4 2-bedroom units 1 3-bedroom unit
Fourplex with townhouse-type apartments[1] (1853 - 1967 Story Road 1854 - 1968 Poco Way)	16	4	64	2 1-bedroom units 2 2-bedroom units
Large apartment building with flats[1] (1977 Poco Way)	1	28	28	27 1-bedroom units 1 2-bedroom unit
Large apartment building with flats[1] (1991 Story Road)	1	40	40	20 1-bedroom unit 20 2-bedroom units
TOTALS	38		218	89 1-bedroom units 126 2-bedroom units 3 3-bedroom units

Notes: 1. The "flats" are single-story apartments in a stacked arrangement.
2. The "townhouse-type" apartments are two-story units. In other words, a single unit has rooms upstairs and downstairs.

Figure 7

Poco Way Neighborhood
Existing Buildings and Unit Distribution



LEGEND

4 du - Number of dwelling units in a building.

1955 - Street Addresses

- Carport

SCALE:1"=140'

The survey results indicated a wide range of needed repairs from insect abatement and the replacement of floor coverings, curtains, windows, appliances, and fixtures to the reconstruction of kitchens, bathrooms, stairs, balconies, and irrigation systems. Many properties have on-site drainage problems. Although termite tests were beyond the scope of the inspections, many units have the potential for termite damage. Many of the problems in units could be attributed to deferred maintenance.

The housing inspectors also found serious problems with the absence of landscaping, poor site drainage, and inoperable irrigation systems. The worst housing conditions were found in some of the units between Poco Way and Story Road. These units are in need of new roofs, new hot water systems, and major repairs to fix mold, dry rot, and water damage.

Safety

Gang, drug, and other criminal activity has pervaded the Poco Way neighborhood for many years. The ease of cutting through the neighborhood via Poco Way contributes to the crime and speeding problems in Poco Way, especially because much of the criminal activity historically comes from people who do not live in the neighborhood. Since the onset of Project Crackdown and the community policing effort in 1992, the number of cases involving an arrest or citation have decreased. For example, from March 1993 to March 1994, the cases involving an arrest or citation have dropped 22% for the area bounded by I-680, Jackson Avenue, Story Road, and King Road.

Even with these improvements, the community remains concerned about safety and security. The carports in the neighborhood have provided secluded places for potential criminal activity. As a consequence, many residents prefer to park their cars on the street rather in their designated spaces. In addition, the areas around the buildings are not well-lit. Other "hiding" places for illegal activities include the laundry rooms. Through code enforcement, there have been attempts to improve the exterior lighting; however, many of the light fixtures have been vandalized. For similar reasons, security is also an issue with respect to the common open space areas between the fourplexes. As a result, residents do not use these open spaces for gathering with friends, instead they tend to use Poco Way.

Parking

Cars are frequently parked along both sides of Poco Way and McCreery Avenue because of the residents' dislike of the carports for the reasons mentioned above. No parking is allowed on the north side of Story Road. Many of the residents whose units face Story tend to park on the south side of Story Road, displacing parking for potential clients of the businesses on the street. The Story Road merchants are not pleased with residents parking on the south side of the street.

The amount of off-street parking is currently inadequate. Only one space per unit is provided throughout most of the project area. In addition, some units have virtually no off-street parking (e.g., the Arbuckle Neighborhood Service Center and the associated three apartments). The on-site manager for the Housing Authority estimates that currently, there may be as many as four to five cars per unit.

Trash

The handling of trash disposal is a serious problem in the Poco Way area. Large trash bins and recycling containers are provided for the residents, however, there are no trash enclosures for any of them. The bins frequently fill up too quickly, resulting in garbage spilling out of the containers. Because the driveways are generally too narrow for a garbage collection truck to enter, someone must wheel the bins to the curb twice a week. Many times, the bins are never put back into the parking areas. As trash accumulates, the smell increases quickly, particularly during warmer weather.

The Function of Poco Way

The role of Poco Way in the community is very important. Not only is it used for parking and for vehicular use, but it also functions as an open space amenity and an important pedestrian corridor. In the afternoons and evenings, many residents congregate in front of their buildings, along the sidewalk, or against parked cars. Residents also do many of their errands on foot, walking down Poco Way to the stores on Story Road.

Common Open Space

Children play everywhere and anywhere, including in the carport areas, on the carport roofs, and on the sidewalk along Story Road. At times, there are children playing in the common open space areas between the fourplex buildings. Most of these open spaces are generally not improved, and consist of bare dirt, weeds, concrete areas, and filled-in swimming pools. Older children tend to play at the Arbuckle School, using the basketball courts or ball field. Adults also need usable open spaces and recreational opportunities. The school yard provides some of these opportunities, as discussed below.

Arbuckle Elementary School

The school is an important resource for the community. The children in the Poco Way neighborhood go to this school and there are instructors who can communicate to the children in their Southeast Asian and Spanish languages. After school and summer programs, offered by the City of San Jose and the YMCA, provide important activities for the children. The school also has a Head Start pre-school and a day care center for children within the district. These programs both have waiting lists. The 100-child day care center has a dedicated outdoor play area, grass, and two tot lots with older play equipment. The ball fields are also in poor condition, requiring grading to improve drainage and a new sprinkler system. The tot lots near the Head Start facilities, however, appear to be in good condition.

The importance of the school to the community was reinforced in May 1993, when the residents created a path between the school and Poco Way. The concrete sidewalk is well-used by the community. The school is frequently the site for community meetings and other activities in the neighborhood.

Landscaping

The presence and maintenance of landscaping varies throughout the study area. Some fourplexes have a few trees and rugged shrubs, while others have bare dirt which has been compacted into unattractive mounds. Overall, landscaping is generally absent in the neighborhood. Poor site drainage and the lack of

maintenance contribute to the landscaping problems. The City has placed grass in front of the Pan Asian apartments and in front of the Neighborhood Service Center apartments (1050 McCreery).

Street trees are located sporadically. McCreery Avenue has the largest number of apparently healthy street trees, although there are empty spots. Story Road has a few street trees near McCreery Avenue. Poco Way and Cinderella Lane do not have park strips between the sidewalk and the street. In the case of Poco Way, street trees should have been planted along the edge of the sidewalk near the property line (the location of the utility poles); however, as was common with this arrangement in San Jose, the trees were never planted. Along Cinderella Lane, most of the intended park strip is paved. Sunset Avenue, north of Poco Way, has a few street trees. Trees planted along the eastern perimeter of the school provide some shade for the public sidewalk.

Vision for Poco Way

The revitalization of the Poco Way neighborhood requires a comprehensive strategy to address the wide range of issues identified in the previous chapter. From discussions at the Poco Way task force and community meetings, a clear vision has emerged for the Poco Way neighborhood. This vision reflects a strong consensus for the direction of the revitalization effort.

The vision for the neighborhood's future involves the establishment of a good quality, livable place, where:

- Residents are safe to walk, play, and socialize;
- Play areas and gathering places are attractive and functional;
- Housing conditions are improved to a high standard and maintained for the long run;
- Housing is affordable to low and very low income households;
- Housing units accommodate large families;
- Community appearance is enhanced with attractive buildings, appropriate landscaping, and street trees;
- Poco Way retains its central role in the community without being a "cut through" street; and
- The Poco Way neighborhood has a better relationship with its surrounding community, including the adjacent neighborhoods and the Story Road Neighborhood Business District.

Most importantly, the community must be a source of pride, respect, and appreciation for its residents.

The vision can occur within the framework of the Poco Way Neighborhood Revitalization Strategy. Specifically, the strategy has ten objectives:

1. Improve the housing conditions of all units in the study area for the long term.
2. Create more family units (three and four bedroom units) where feasible.
3. Ensure long term affordability of the units.
4. Eliminate overcrowding.
5. Improve the physical appearance of the neighborhood.
6. Create usable open spaces and play areas.
7. Improve the safety of the neighborhood.
8. Provide adequate parking.
9. Minimize relocation.
10. Maintain and enhance a sense of community and pride for residents.

Alternatives

Based on the vision and project objectives, three alternative were developed for the study area. The fundamental difference between the alternatives is the number of units which would be rehabilitated or newly constructed to improve housing conditions (see Table 2 below). These alternatives illustrate the range of possible approaches to provide better overall living conditions to the residents, and are described in more detail in this chapter.

An alternative consisting of demolishing all buildings and constructing 218 units was not considered for two reasons. First, the complete elimination of all buildings would be extremely disruptive to the neighborhood and could result in potentially significant relocation impacts. Second, the buildable land area and its configuration constrain the replacement of the same or increased number of units in two- or three-story buildings. Buildings taller than three stories are expensive to develop because of the construction requirements for concrete and steel reinforcement, elevators, etc. In addition, taller buildings would not be compatible with the adjacent single-family neighborhood.

From discussions at task force and community meetings, it became clear that solutions to parking, open space, security, and other issues should be incorporated into all of the alternatives. These solutions reflect the desires of the residents and other interested citizens:

- Remove all carports
- Eliminate all hiding places
- Create visible and defensible spaces
- Decrease the penentrability of the neighborhood by non-residents
- Close Poco Way as a through street toward its eastern end
- Improve landscaping on all of the properties
- Plant street trees on all of the streets in the study area
- Enhance the architectural character of all buildings

Table 2
Poco Way Neighborhood Revitalization Alternatives

Alternative	Rehabilitation (# units)	New Construction (# units)
1: Rehabilitate All Units	218	0
2: Some New Construction	150	60 to 68
3: Major New Construction	100	110 to 118

Alternative 1: Rehabilitate All Units

This alternative proposes to rehabilitate all 218 units in the study area (see Figure 8). The fourplex at 1050 McCreery Avenue is included because it is anticipated that the Strategy would include architectural embellishments, parking, and other improvements for this property. The inclusion of this building does not imply that the living units need additional work.

All of the units would be improved to the high standard exhibited in the rehabilitation of the building at 1050 McCreery Avenue. Major rehabilitation would facilitate maintenance and give the buildings a longer "life."

To reduce speeding and to eliminate cut-through traffic, Poco Way would be closed toward its eastern end. Permanent closure would occur as a cul-de-sac; east of the cul-de-sac, the street would be abandoned. West of the cul-de-sac, Poco Way would remain a public street right-of-way. Easements would be needed to maintain access to the utilities in the street right-of-way.

A "land bridge" between the north and south sides of Poco Way would be created immediately to the east of the cul-de-sac. This bridge would probably be small under the *Rehabilitation Alternative* given the location of the existing buildings. There would not be continuous public sidewalks around the cul-de-sac, although the area would be raised with full curb, gutter, and lighting improvements. To protect it from street traffic, bollards, street trees, or other devices could be placed around its curb. In addition, the area should be raised so as to announce its presence as a place for people, not cars. The area should be well-lit for general security purposes and to discourage potential vandals.

The land bridge would provide a community open space area that could be enjoyed by all residents in the neighborhood. Benches and a small tot lot with modest play equipment could be located in the open space area. The land bridge would be privately owned and maintained by the property owner(s) adjacent to the area.

On the east side of the land bridge, the remainder of Poco Way would be converted into a parking area for the two large apartment buildings at the end of the block. Given the site design of the existing buildings, it is likely that the apartments on the south side of Poco Way would gain more spaces than the building to the north; however, the two property owners could make arrangements to more equitably distribute the parking.

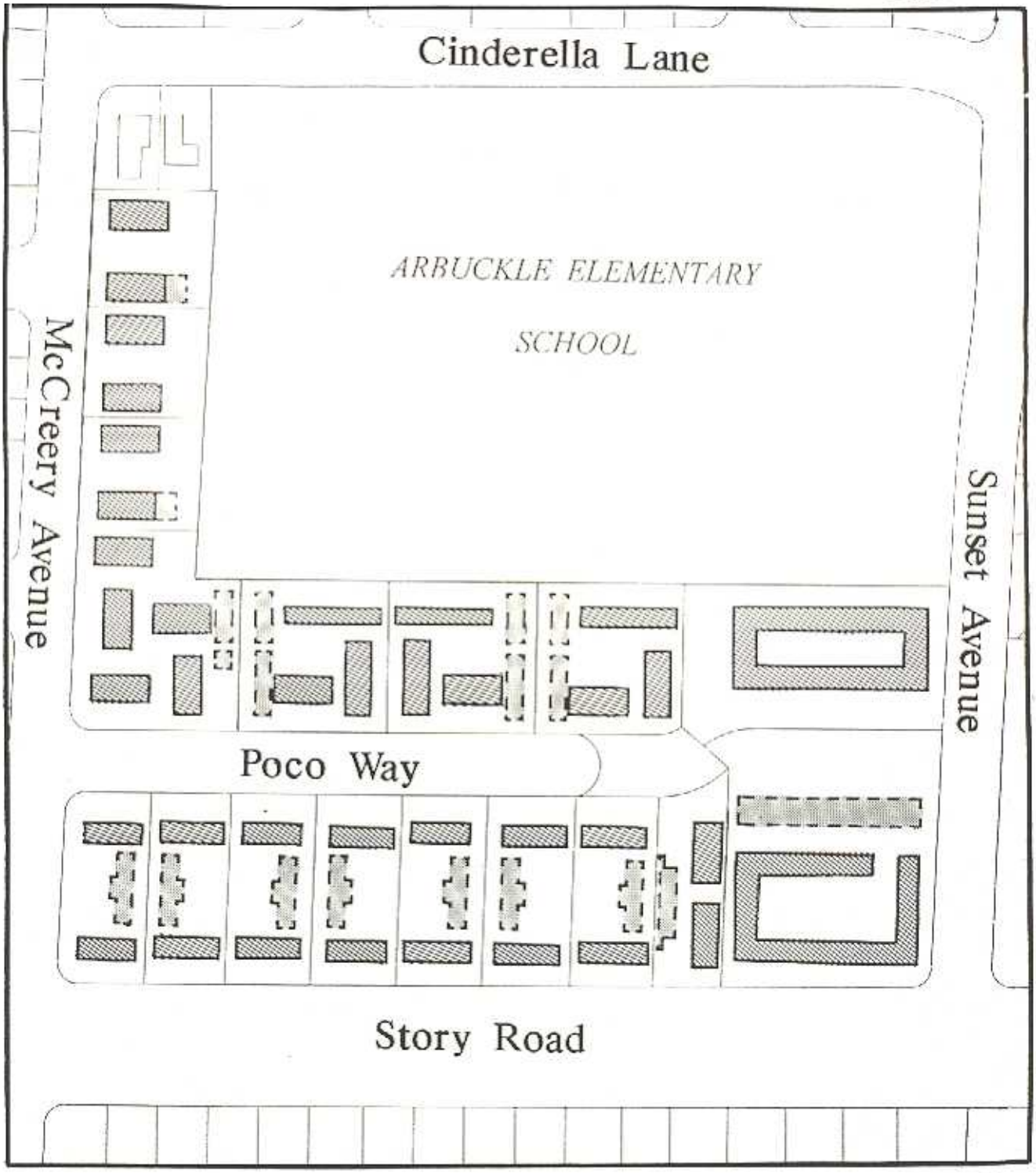
At the west end of Poco Way, at McCreery Avenue, tree "pop-outs" (also called "chokers") should be installed at both the north and south corners. These pop-outs effectively narrow the entrance of Poco Way to force cars to slow down as they enter the neighborhood. They would be carefully spaced to not obstruct the sight lines of drivers. The chokers should be planted with trees to create a statement of entry into the neighborhood.

Alternative 2: Some New Construction

Alternative Two proposes to rehabilitate 150 units and construct 60 to 68 new units (see Figure 9). The rehabilitation area extends along McCreery Avenue and the entire north side of Poco Way, and includes the 40-unit apartment building at the southwest corner of Poco Way and Sunset Avenue. The remaining 64 units

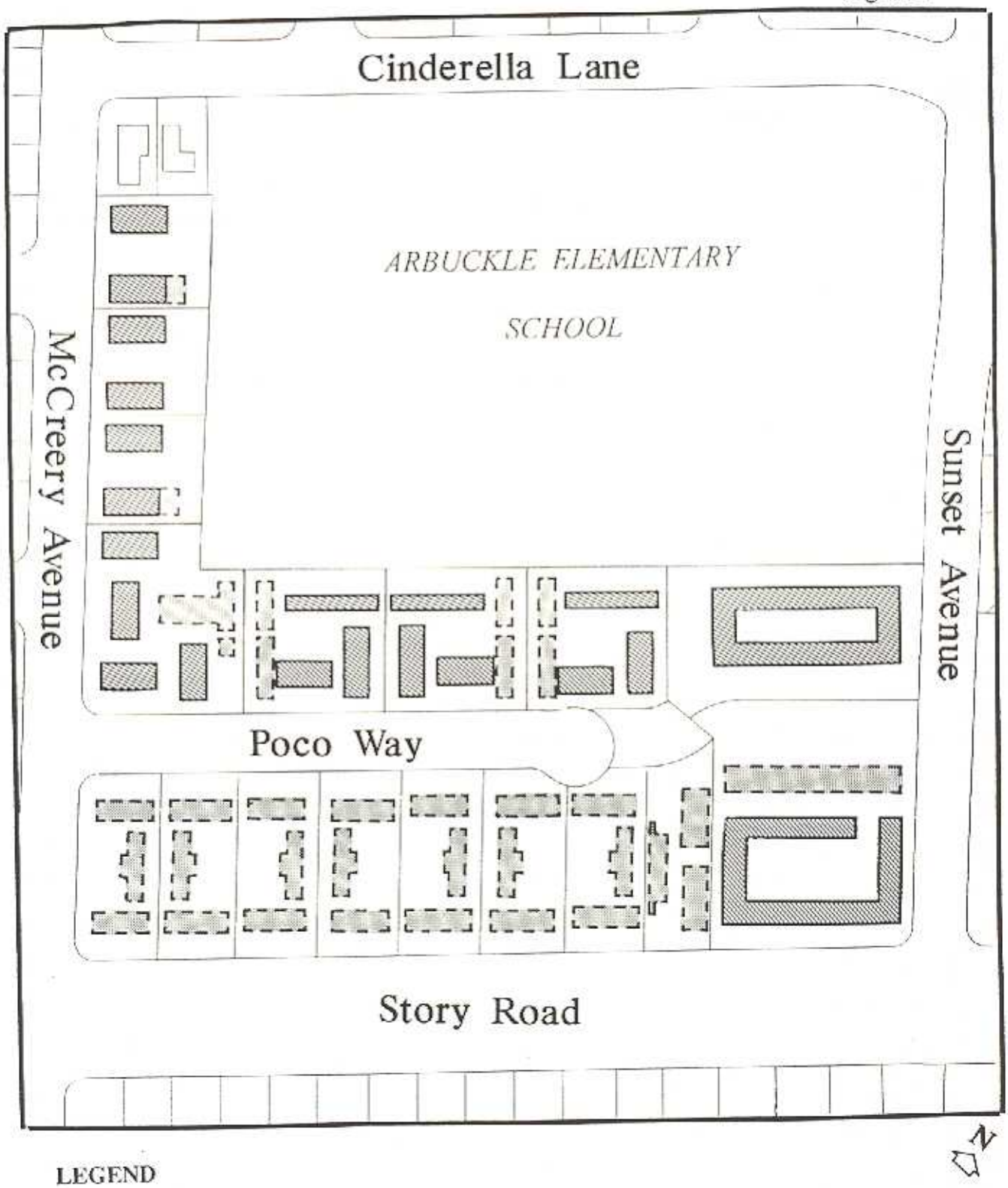
Alternative 1: Rehabilitation of All Units

Figure 8



Alternative 2: Some New Construction

Figure 9



LEGEND

Rehabilitation

Removal/New Construction

SCALE:1"=140'

on the south side of Poco Way would be removed to accommodate new family housing. Some of the poorest conditions are found between Poco Way and Story Road.

In addition, a fourplex (1056 McCreery Avenue) located behind the Arbuckle Neighborhood Service Center would be removed to resolve the crowded conditions in that corner of the neighborhood. Currently, four buildings (1050, 1056, and 1060 McCreery Avenue, and 1863 Poco Way) are located in a small area, leaving very little room for usable open spaces or parking. The removal of the building at 1056 McCreery Avenue would create opportunities for more parking and open space for the remaining units.

The street closure and other street improvements in the *Some New Construction Alternative* would be similar to the closure described under the *Rehabilitation Alternative* above. The total area of the land bridge may be larger in the *Some New Construction Alternative* because the buildings on the south side of Poco Way would be removed and the new buildings could be located in a different arrangement on the site. Public sidewalks around the edge of the cul-de-sac could also be accommodated in the second alternative. There may be an opportunity to include a recreation/community building as part of the new development.

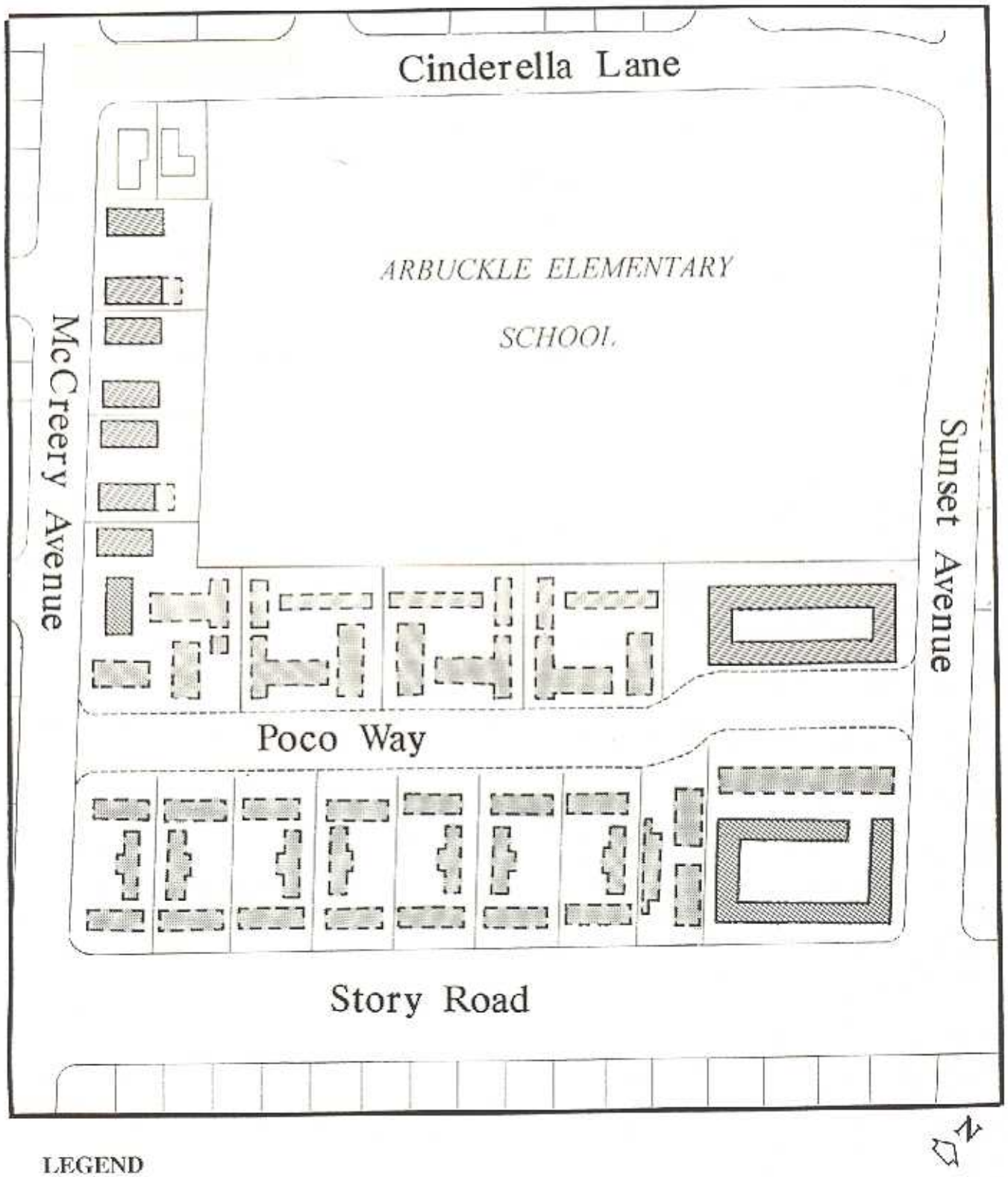
Alternative 3: Major New Construction

This alternative proposes to rehabilitate 100 units and construct 110 to 118 new units (see Figure 10). Most of the properties along McCreery Avenue and the two larger apartment buildings at the east end of Poco Way would be rehabilitated. The remaining units on both sides of Poco Way would be cleared and new housing would be constructed on the sites. A possible range of 110 to 118 new units is given because an exact number of units depends upon the type of housing, size of units, number of bedrooms, type of parking (e.g., garage, surface, "tuck under", etc.), and other factors.

Poco Way could be abandoned entirely in the *Major New Construction Alternative*, leaving a large land area available for new development. Easements would be needed to maintain access to the utilities in the street, unless they can be redesigned to become private utilities. Generous common open space, play areas, and other features could provide places for residents to meet and recreate. As with the *Some New Construction Alternative*, there may be an opportunity to develop a community building for the neighborhood. This alternative would result in the most dramatic change to the neighborhood.

Alternative 3: Major New Construction

Figure 10



LEGEND

Rehabilitation

Removal/New Construction

SCALE:1"=140'

Evaluation of the Alternatives

Each of the three alternatives (*Rehabilitation, Some New Construction, and Major New Construction*) seek to improve housing conditions and overall livability in the neighborhood. An evaluation of these alternatives was conducted to determine which alternative best achieved the project objectives for the long term, while minimizing relocation impacts and optimizing the City's investment in Poco Way.

The evaluation consists of an assessment of the qualitative and quantitative attributes of each alternative. The quantitative assessment includes a financial analysis, comparing the cost effectiveness of each alternative. The preferred alternative, discussed at the end of this chapter, is selected because it best met the criteria.

Qualitative Assessment

The alternatives are evaluated against the following qualitative criteria:

- Maintain or increase the total number of housing units.
- Provide larger units (i.e., units with three and four bedrooms).
- Create opportunities for more usable common open space areas, more parking, and other amenities.
- Facilitate long term maintenance.
- Minimize relocation.
- Improve the physical appearance of the neighborhood.

A comparison of how each alternative meets these criteria is presented in Table 3 and is discussed below.

Number of Units. The *Rehabilitation Alternative* would maintain 218 units in the neighborhood. The *Some New Construction Alternative* would maintain or potentially decrease the number of units depending on the desired number of larger units in the new construction area. Constraints exist which inhibit increases in the number of units, including neighborhood compatibility, and the high per unit cost of very high density development due to expensive construction requirements for buildings over three stories. These requirements can include concrete and steel reinforcements, elevators, and sometimes podium or underground parking. Additional constraints include satisfying the concurrent objectives of larger family units, increased parking, and improved usable open space within a limited area. In addition, the configuration of the site available for new construction is unusually narrow with street frontages on three sides.

With the *Major New Construction Alternative*, there may be a limited opportunity to increase the number of units. If the large rectangular area (including the street right-of-way) is considered as the buildable land area for new construction, then it may be possible to add a few units to the neighborhood. Significant increases in unit numbers is difficult to achieve given the same constraints mentioned above.

Table 3

Comparative Qualitative Analysis of the Alternatives

CRITERIA						
	Maintain or increase number of units	**Provide larger units (3 & 4 bedrooms)**	**Create more usable open space, more parking, etc.**	**Facilitate long term maintenance**	**Minimize relocation**	**Improve the physical appearance and image**
Rehabilitation 218 DU Rehab.	Maintain the existing number of units	No	Limited opportunity	Some opportunity	Some temporary/ permanent relocation	Some improvement due to architectural embellishments to the buildings, landscaping, etc.
Some New Construction 150 DU Rehab. 68 DU Demo. 60 to 68 DU New Const.	Maintain or possibly lose units, given the size and configuration of the area available for new construction	Yes, some larger units	Limited opportunity with rehabilitation; definite opportunity with new construction	Yes	Some temporary/ permanent relocation	Some improvement with rehabilitation; definite improvement with new construction
Major New Construction 100 DU Rehab. 118 DU Demo. 110 to 118 DU New Const.	Perhaps able to slightly increase number of units, depending upon the number of larger units and overall project design	Yes, greater number of larger units	Yes	Yes	More temporary/ permanent relocation	Yes. New construction provides an opportunity to create attractive new housing

Larger units. While there may be a possibility of providing larger units with the *Rehabilitation Alternative*, this could only be achieved by combining apartments, resulting in a loss of total units. Combining units may not be the most efficient or cost effective way of providing family units. Under the *Some New Construction and Major New Construction Alternatives*, there is substantial opportunity to increase the proportion of larger (three and four bedroom) units in the overall mix. Even if the total number of units decreased slightly, larger units with more bedrooms would be able to house more people in an uncrowded situation compared with the current housing in the study area. For example, a fourplex with four two-bedroom units could house sixteen people, assuming two people per bedroom. In comparison, a triplex with one four-bedroom unit and two three-bedroom units could house twenty people, assuming two people per bedroom.

More usable common open space, more parking, and other amenities. The *Rehabilitation Alternative* provides only a limited opportunity for creating more usable common open space, more parking, and other amenities (e.g., a community building). The neighborhood contains many areas originally intended for common open space. These areas could be improved to become more usable, but there are no opportunities to add new common open space areas. The carports could be demolished and the parking lots could be reconfigured to increase the number of parking spaces; however, the increase would probably not meet the City of San Jose parking standards because of limited space. Space limitations also constrain the ability of the *Rehabilitation Alternative* to accommodate new amenities, such as a community center.

In contrast, the *Some New Construction and Major New Construction Alternatives* provide opportunities for more common open space, parking, and amenities in the portion of the neighborhood considered for new construction. Both alternatives could include parking which meets the City's standards, and could also include a new community building. All of these features could be included in the design of the new development. The *Major New Construction Alternative* would have the greatest opportunity to meet this criterion because of the larger land area available for new construction.

Long term maintenance. *Rehabilitation* of all the units would result in facilitating subsequent maintenance for most of the project area with the exception of some of the units between Poco Way and Story Road. Some apartments are in such disrepair that it is entirely possible that additional major rehabilitation would be needed during the life of the buildings, resulting in increased costs over the long term. The *Some New Construction and Major New Construction Alternatives* would be easier and more cost effective to maintain in the long term because both alternatives propose eliminating the most deteriorated housing from the neighborhood.

Relocation. All of the alternatives would result in different degrees of temporary and permanent relocation of the residents. *Major New Construction* would probably result in the greatest amount of temporary and permanent relocation.

Some of the units being rehabilitated require such extensive repairs that the residents may be temporarily displaced while the major work was being done. Residents may be able to live in the units during the completion of minor work.

Permanent relocation would occur with all alternatives because of existing overcrowding, as explained in Chapter Two. Even with larger units, the neighborhood will probably be unable to accommodate all of the existing residents and meet federal and/or state occupancy standards. This may result in some people being permanently displaced.

Before any displacement, a relocation plan would be prepared in accordance with all state and/or federal requirements. These requirements include the active participation of the affected tenants in the development of the relocation plan.

Displacement is particularly sensitive in the Poco Way neighborhood. Many families live in the neighborhood because of the presence of other family members or close friends. This fact is very important to the cohesion of the overall community, particularly to recent immigrants. Given the real possibility of relocation impacts to the neighborhood, specific recommendations pertaining to relocation are contained in the last chapter to direct a sensitive and thorough process.

Physical appearance of the neighborhood. The *Major New Construction Alternative* would have the most dramatic effect on the appearance of the neighborhood. In contrast, the *Rehabilitation Alternative* would have the least effect, even though the appearance would improve somewhat with landscaping, architectural embellishments, etc. The *Some New Construction Alternative* provides an opportunity for a new look to the neighborhood particularly along Story Road, the most visible side of the area; however, not to the extent of the *Major New Construction Alternative.*

Quantitative Analysis

Kosmont & Associates. Kosmont & Associates, Inc., a financial consulting firm, compared the relative economic benefits of the three alternatives. To perform the analysis, various assumptions were made regarding rehabilitation costs, new construction costs, the number and size of new units, and the expected rents of all units. The rehabilitation cost assumptions ($28,000 per unit) were based on empirical information from the rehabilitation of the fourplex at 1050 McCreery Avenue, described in Chapter Two. An additional analysis was performed on a "worse case" rehabilitation scenario by increasing the costs by 50% to $42,000 per unit.

Cost estimates for new construction were derived from the actual costs of five new affordable housing developments in Santa Clara County (three of which are located in San Jose). These costs range from $57,500 to $88,500 per unit. On- and off-site improvement costs were not included in the Kosmont analysis because they were assumed to be similar for all alternatives.

For the alternatives with a component of new construction, the unit mix was assumed to be 30% two-bedroom, 40% three-bedroom, and 30% four-bedroom new units. The rents for all units would be affordable to households earning 60% of the County's median income ($35,580 for a family of four). In other words, all of the apartments would be affordable to low income households.

Operating costs include an annual management cost. For newly constructed units, the management cost is assumed to be $2,800 per unit per year and for rehabilitated units, the cost is assumed to

be $3,200 per unit per year. The higher cost for managing the rehabilitated units reflects a higher maintenance cost over the long term.

The results of the Kosmont analysis are expressed in terms of the "gap" between the total cost of the project and the total amount of financing available from conventional sources, Low Income Housing Tax Credits, and developer equity. The remaining costs that would not be covered by these financial sources is the "gap" that the City of San Jose or other public funding source would need to provide to complete the project financing.

Table 4 compares the relative strength of the alternatives. From a financial perspective, the "strongest" alternative is one with the smallest gap. The comparison shows that under the lower rehabilitation cost assumption, the *Rehabilitation Alternative* has the smallest gap ($6 million) and the *Major New Construction Alternative* has the largest gap ($7.4 million). Under the higher rehabilitation cost assumption, the alternatives are much closer together with the *Major New Construction Alternative* having the smallest gap ($8.9 million), the *Some New Construction Alternative* having a similar small gap ($9 million), and the *Rehabilitation Alternative* having the largest gap ($9.4 million). The spread between the gaps is $1.3 million under the high cost rehabilitation assumption, compared with only $500,000 under the lower cost rehabilitation assumption. Because of the similar financial performance of the alternatives, the qualitative criteria become very important in the selection of a preferred alternative.

Kosmont & Associates also investigated funding sources to determine if there were more sources for new construction than rehabilitation. They found that there were no funding advantages of one approach over the other; although Low Income Housing Tax Credits may be able to cover approximately 10% more of the total cost of new construction than rehabilitation.

Narrowing the Field of Potential Alternatives

A preliminary review of the qualitative criteria resulted in the elimination of the *Major New Construction Alternative* from consideration. While this alternative would produce the most significant change to the neighborhood, this change would come at the cost of considerable disruption to the community. The alternative would also result in potentially the greatest amount of temporary and permanent relocation. In addition, the existing units on the north side of Poco way efficiently utilize the site area and are in better condition than those on the south side. These considerations do not justify their demolition. In summary, the potential social and economic costs of *Major New Construction* seemed too high for the potential benefit of some new family units and a "new look" to the neighborhood. Those objectives could still be pursued with the remaining alternatives of *Rehabilitation* and *Some New Construction*.

Additional Financial Analysis

With the possible choices limited to the *Rehabilitation* and *Some New Construction Alternatives*, the San Jose Housing Department staff completed a refined financial analysis based on the work of Kosmont & Associates. For purposes of this additional analysis, Housing Department staff included some costs not considered in the Kosmont analysis. These extra costs include the

Table 4

Summary of Financial Analysis of the Three Alternatives
Prepared by Kosmont & Associates

	Dwelling Units and Gap Funding				Total Units	Weighted Average Gap per Unit	Total Gap (City Investment)
	Rehabilitation		New Construction				
	No. of Units	Gap per Unit	No. of Units	Gap per Unit			
Rehabilitation							
Lower Rehabilitation Costs	218	$27,538	0	$0	218	$27,538	$6,003,284
Higher Rehabilitation Costs	218	$43,197	0	$0	218	$43,197	$9,416,946
Some New Construction							
Lower Rehabilitation Costs	150	$24,150	69	$43,654	219	$30,295	$6,634,626
Higher Rehabilitation Costs	150	$39,809	69	$43,654	219	$41,020	$8,983,476
Major New Construction							
Lower Rehabilitation Costs	100	$21,991	118	$43,654	218	$33,717	$7,350,272
Higher Rehabilitation Costs	100	$37,651	118	$43,654	218	$40,900	$8,916,272

costs of relocation, landscaping and paving, architectural embellishments, and demolition.

In addition, the Housing Department analysis assigned a "low," "moderate," or "high" rehabilitation cost to the individual buildings, rather than just applying a blanket "low" or high" cost to all units within an alternative (see Table 5). Specifically, some of the apartments between Poco Way and Story Road are assumed to be rehabilitated at the "high" cost assumption ($55,550 per unit) because of the poor conditions found in those buildings (see Chapter Two).

"Moderate" rehabilitation costs ($13,000 per unit) are assumed for most of the remaining buildings, with the exception of the two apartment buildings on the east end of Poco Way and the building at 1050 McCreery Avenue. These three buildings would be rehabilitated at the low cost assumption ($6,250 per unit) because they are in the best relative condition. The building at 1050 McCreery Avenue is included in the refined analysis because the 1993 rehabilitation did not resolve all of the parking and paving issues for the property nor add any architectural embellishments.

Table 5

Summary of Refined Financial Analysis
Prepared by the City of San Jose Department of Housing

	Number of Dwelling Units	Total Gap (City Investment)
Rehabilitation		
Low Rehabilitation	72	
Moderate Rehabilitation Costs	82	
High Rehabilitation Costs	64	
New Construction	0	
Total Gap		$6.8 million
Some New Construction		
Low Rehabilitation	72	
Moderate Rehabilitation Costs	78	
High Rehabilitation Costs	0	
New Construction	68	
Total Gap		$7.4 million

Notes: [1]The rehabilitation cost assumptions are:

Low Rehabilitation	$6,250/unit
Moderate Rehabilitation	$13,000/unit
High Rehabilitation	$55,500/unit

[2]The gap assumes that 65% of the new construction and 55% of the rehabilitation costs can be financed by other (non-City) sources.

As with the Kosmont analysis, there is not a significant difference between the gaps of the alternatives. In this case, the difference is only $600,000. From a financial perspective, one alternative was not markedly stronger than the other. Again, the point of the analysis not to determine the ultimate gap of the project but the relative strength of one alternative compared to another.

Selection of a Preferred Alternative

The selection of a preferred alternative considered the results of both the qualitative and quantitative analyses. The primary decision-making criteria were:

- Minimize disruption to the community
- Improve the neighborhood for the long term
- Complete the improvements such that they are cost effective in the long term

Relocation is an important issue with the alternatives and contributes to the potential disruption in the community. Both the *Rehabilitation and Some New Construction Alternatives* would result in temporary and permanent relocation, as explained above. The impacts of relocation are anticipated to be similar with both alternatives.

Long term improvements to the neighborhood are critical to ensure that the investment in the community is a lasting one. The *Some New Construction Alternative* performs better on this criterion because some of the most deteriorated units (located south of Poco Way) would be removed and new units built in their place. This alternative would provide new family housing, a more attractive building design, and facilitate maintenance significantly.

In contrast, the *Rehabilitation Alternative* would not add family units, would facilitate long term maintenance, and would provide limited aesthetic improvements. The *Rehabilitation Alternative* would help somewhat with long term maintenance because the units would undergo significant rehabilitation; however, it is possible that some of the units south of Poco Way would need additional and/or more frequent maintenance given their poor existing condition.

Aesthetic improvements with the *Rehabilitation Alternative* would include architectural embellishments, landscaping, common open space areas, etc. One scenario considered some major changes to the townhouse buildings fronting on Story Road. These changes include reorienting the entrances of the buildings such that the front doors would be on the north side of the buildings. The enclosed private patios, which are currently on the north side of the buildings, would front onto Story Road. In this arrangement, residents would gain parking and other access from Poco Way, enhancing visibility and defensibility of interior parking and common open space areas. The housing, in this approach, would "turn its back" to Story Road with walls and landscaping. Even with these changes, the basic "image" of these buildings would probably remain the same.

The Kosmont and Housing Department financial analyses compared the relative financial strength of the alternatives. The results indicated that the absolute "all-in" costs of new construction is somewhat more expensive than rehabilitation;

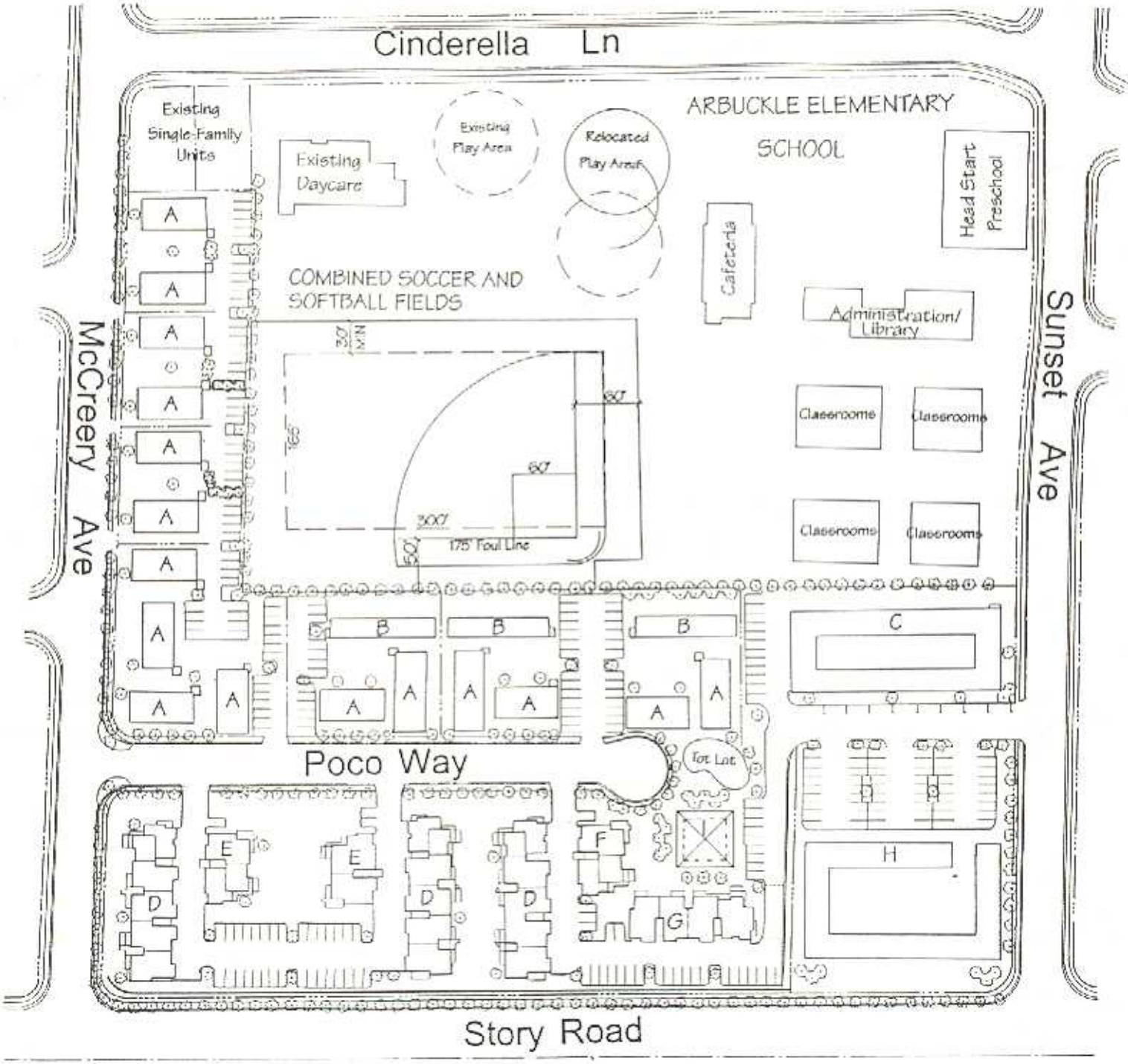
however, the differences between the financial performances of the alternatives was not significant. In addition, new construction may be justified financially because a newly constructed unit is assumed to have a longer economic life than a rehabilitated unit.

In this light, the poor condition of many of the units south of Poco Way tipped the decision to *Some New Construction* as the alternative that best met the criteria. Even though there is the possibility of losing some units, the opportunity to create more family units with 3 and 4 bedrooms will ultimately provide housing for more people in uncrowded conditions. For example, a fourplex with only two-bedroom units has a total of eight bedrooms. In comparison, a triplex with two three-bedroom units and one four-bedroom unit has a total of ten bedrooms. Ten bedrooms can generally accommodate more people than eight bedrooms.

In the long run, the *Some New Construction Alternative* is expected to be the most cost effective approach because it removes some of the worst units from the neighborhood and replaces them with new units that are cheaper to maintain and have a much longer expected "life." *Some New Construction* also provides opportunities for more usable common open space areas, more parking, and other amenities.

Figure 11

Recommended Conceptual Plan



BUILDING TYPES

A - 4 UNITS
B - 6 UNITS
C - 28 UNITS
D - 13 UNITS
E - 5 UNITS
F - 5 UNITS
G -10 UNITS
H -40 UNITS
I - COMMUNITY BUILDING

Scale: 1" = 140'

The Recommended Alternative

The preferred alternative, *Some New Construction*, is expected to retain and enhance the Poco Way community. Through rehabilitation and new construction, living conditions would be dramatically improved for the families in the neighborhood. With a selected alternative, the details of a recommended plan come into view and are described in this chapter.

Basic Principles for the Recommended Plan

Based on community input and the understanding of existing conditions, the following principles guided the development of the recommended plan:

1. Poco Way should be closed to eliminate existing problems with through traffic.

2. Poco Way should remain the focal point for the neighborhood. Residents seem to prefer to congregate in very public common areas such as setbacks and public sidewalks, especially along Poco Way. Even with the street closed, a public "spine" should remain and continue to function as a community focus.

3. Security and safety must be enhanced throughout the neighborhood by creating more visible and defensible spaces.

4. The entrance to the core of the neighborhood should be at Poco Way and McCreery Avenue. Access to the other housing units would be directly from Sunset and McCreery Avenues, respectively.

5. The Story Road frontage should be "closed" to deter non-residents from entering the neighborhood. There should be an attractive interface between the neighborhood and the Story Road Neighborhood Business District.

6. Attractive landscaping and architectural treatments should be pursued throughout the Poco Way neighborhood in the most cost effective manner possible.

7. Off-street parking should be increased throughout the neighborhood.

8. Common open spaces, play areas, and a community/recreation building should be integral parts of the plan. Play areas are especially important for the large numbers of children in the neighborhood. A community building might perform a variety of functions, including acting as a meeting place, a classroom (e.g., language courses), and perhaps a potential child care center.

These basic principles are expressed in the recommended conceptual plan (see Figure 11). This plan is expected to create an important, positive change in the neighborhood through the implementation of various physical improvements. The rest of this chapter is organized by the different elements of the recommended plan: street improvements, rehabilitation, new construction, landscaping, street trees, and the path between Poco Way and Arbuckle School. In addition,

Poco Way Street Closure

Figure 12

suggestions for play field improvements at the Arbuckle School are also part of the recommended plan.

Street Improvements

Street Closure. Perhaps the most important change to the neighborhood involves Poco Way itself. The recommended plan proposes to close the street toward the eastern end of Poco Way. The street closure is expected to decrease reckless driving, speeding, and cut-through traffic while not negatively impacting vehicular circulation. Poco Way would remain a public street from McCreery Avenue to a cul-de-sac located approximately three-fifths of the distance from McCreery; east of the cul-de-sac, the street would be abandoned.

A "land bridge" between the north and south sides of Poco Way would be created adjacent to the cul-de-sac. This bridge would be approximately 8,100 square feet, providing a common open space that could be enjoyed by all residents. Benches and a small tot lot with modest play equipment should be located in the open space area. To protect it from street traffic, bollards or other devices could be placed around the street's curb. In addition, the area could be higher in elevation than the curb so as to announce its presence as a place for people, not cars. The area should be well-lit for general security purposes and to discourage potential vandals.

On the east side of the land bridge, the abandoned Poco Way would be converted into a parking area for the two large apartment buildings at the end of the block. Given the existing location of the buildings, it is likely that the apartments on the south side of Poco Way would gain more spaces than the building to the north; perhaps, the two property owners could make arrangements to more equitably share new parking spaces. An illustration of the stree closure and land bridge is shown in Figure 12.

Alternative Approach for Street Closure. The closure could be handled through the elimination of Poco Way as a public street and its conversion to a private driveway. This driveway would provide access to rehabilitated units to the north and new units on the south. Easements would be needed to access the utilities in the street right-of-way. This approach might force the placement of overhead utilities underground, and would result in placing the community building and common tot lot on the south side of Poco Way in an open "green." This approach would remove all on-street parking and those spaces would need to be accommodated in the new construction area. While the total land available for new construction would increase under this approach, several engineering and public safety issues would need to be resolved in the development of a final site plan.

Tree "Pop-Outs." At the west end of Poco Way, at McCreery Avenue, tree "pop-outs" should be installed at both the north and south corners. These "pop-outs" (also called "chokers") effectively narrow the entrance of Poco Way to force cars to slow down as they enter the neighborhood, and yet allow for street sweeping. These "pop-outs" should be planted with shade trees to create a statement of entry into the neighborhood.

Other Traffic Devices. Other traffic devices may be added to McCreery Avenue, Sunset Avenue, and/or Cinderella Lane to further decrease the speed of traffic through the area. Treatment of these other streets should be determined

after Poco Way has been closed and the impacts on those other streets have been studied. Community input would be obtained before installing additional devices. Undulators may be one potential traffic device, pending the results of the City's investigation into this traffic technique.

On-Street Parking. In response to some community concerns, the possibility of no on-street parking was explored for both sides of Poco Way; however, because of the large numbers of cars in the neighborhood, a "no parking zone" would negatively impact the surrounding community. Limited "no parking zones" on both sides of the driveways along Poco Way would help increase visibility out of the parking areas and increase pedestrian safety.

Other Street Improvements. Wheelchair ramps should be installed at the corners of streets in the study area.

Undergrounding of Utilities. Currently, overhead utility lines clutter the streetscape of the neighborhood, contributing to a "run-down" appearance. The undergrounding of utilities would greatly improve the streetscape; however, the cost of this improvement is very expensive ($250 per linear foot). Given the high cost, the feasibility of implementing this recommendation would need to be explored further, particularly if resources are limited to implement the more critical aspects of the strategy.

Rehabilitation

Rehabilitation Approach. Twenty-one buildings, containing 150 units, should all be rehabilitated to the "1050 McCreery Standard" described in Chapter Two. One fourplex (1056 McCreery Avenue) would be removed to create approximately eight parking spaces and usable common open space for the remaining buildings in the northern corner of Poco Way and McCreery Avenue. High quality materials should be used in all of the repairs. Improvements should be done with the intent of giving the buildings the same economic life as new construction. Landscaping and open space concepts are discussed in a separate section in this chapter.

Security. Visible and defensible spaces should be created throughout the rehabilitation area, particularly for parking, open space, apartment entries, and play areas. This can be achieved by having windows and doors face onto these critical areas. In other words, safe places are created by activity, the presence of people, and visibility from the apartments. Locating activity areas within close proximity of each other (e.g., parking near common open space areas) fosters mutual surveillance. Security at night is enhanced with good lighting near entries, and in parking and other outdoor areas. Light fixtures which are not easily broken would need to be installed throughout the neighborhood. Trash enclosures and laundry rooms would also need to be designed to discourage vandalism and their use as hiding places.

Grading and Drainage. Throughout the study area, properties have poor drainage. Many properties lack positive drainage away from the buildings. As part of the rehabilitation, some properties may need to be regraded to ensure proper drainage to the street.

Architectural Embellishments. Cost effective embellishments should be added to the structures to improve their appearance. These may include window

trim, trellises, porches, roof elements to accentuate entrances, new balconies, etc. Most of these improvements should use design elements and paint colors that are compatible with the overall character of the building and neighborhood. New paint applied after thorough preparation can greatly improve the appearance of the buildings. Samples of such embellishments for each building type are provided in Figures 13, 14 and 15.

Parking. Distinct off-street parking areas should be created behind the buildings along McCreery to discourage cars from travelling the length of the rear yards. Landscaping should separate the parking areas. To increase the number of off-street parking spaces and to improve safety and security in the parking areas, all carports should be eliminated and replaced with surface parking. This approach would increase the number of parking spaces to approximately 210 spaces (1.4 spaces per unit overall) but the rehabilitation area would still not meet the current City of San Jose parking requirements (1.5 spaces per one-bedroom unit to 1.8 space per two-bedroom unit). Small landscaped islands should be distributed throughout the surface parking lots.

Covered parking could be achieved by building carport roofs that are supported by posts or columns rather than walls.

Trash Enclosures. Trash enclosures would shield garbage and recycling bins giving less visibility to trash in the neighborhood. Trash enclosures should be built at least six feet away from the buildings in locations throughout the residential areas. These enclosures would need to be carefully designed to discourage graffiti and not create new hiding places. For example, the enclosure could be a 3- or 3½-sided structure made of wood and/or an open pattern of concrete block. Flap gates could be installed to facilitate movement of the bins. Given the narrow driveways throughout most of the rehabilitation area, bins would still need to be moved to the street for pick-up and removed after collection. Good, on-site management can ensure that the bins are returned to their enclosures.

New Construction

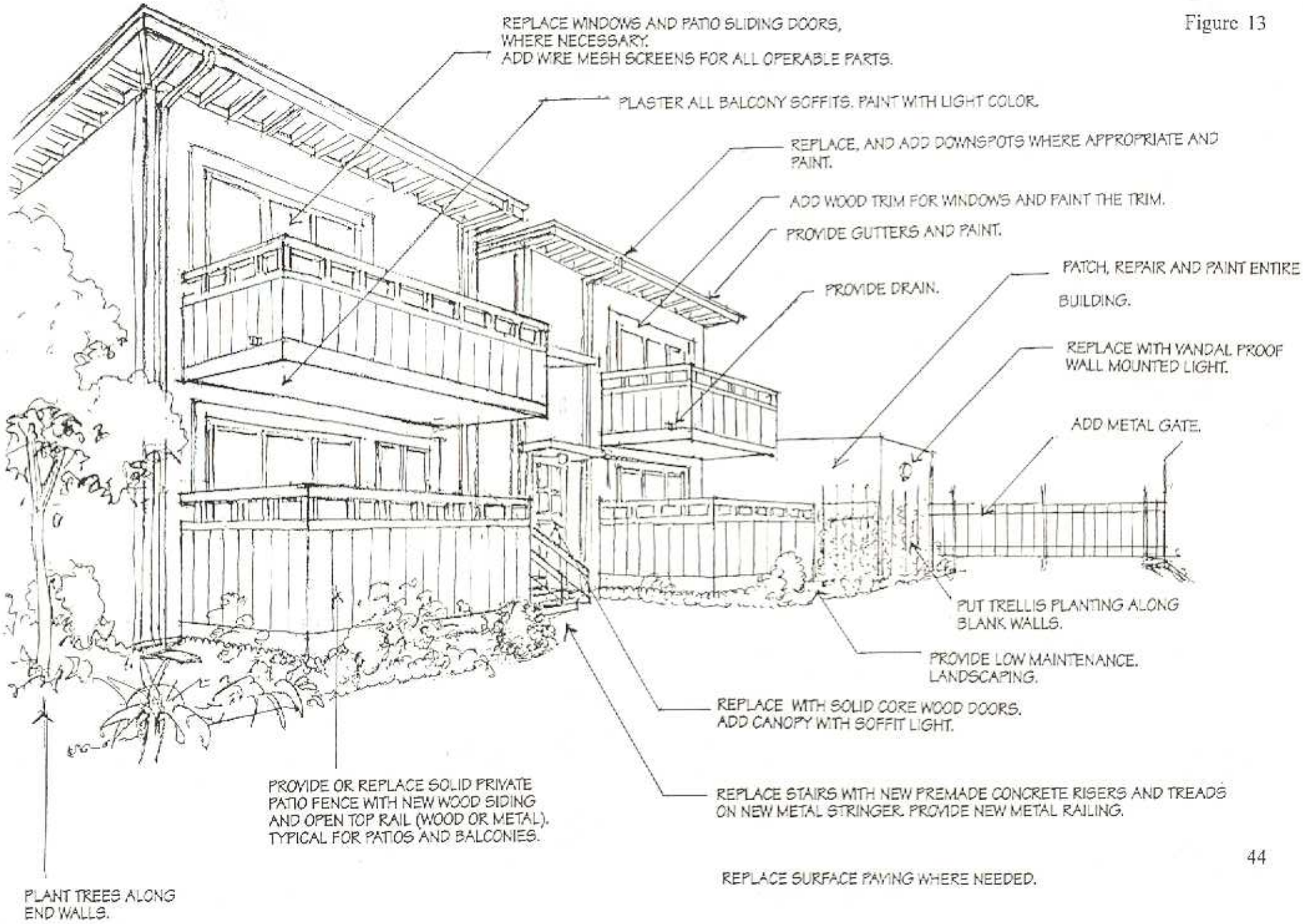
Architecture and Site Design Approach. New residential development between Poco Way and Story Road should be designed as one integral area, creating an attractive and pleasant residential environment. The 60 to 68 new units should include significant proportions of three- and four-bedroom units to house large families found in the neighborhood. The site design and architectural approach must be consistent with zoning, General Plan, and Residential Design Guidelines. This includes meeting all requirements for parking, private and common open space areas, height limits, etc. The site will need to be graded to ensure proper drainage away from the buildings.

The buildings could be either two or three stories in height, made of durable, attractive, and easy-to-maintain materials. The overall design should create a pleasant residential character, using Poco Way as its access to the new development.

Another approach could include the elimination of Poco Way as a street, converting it to a driveway. Public safety and engineering issues would need to be resolved with this approach; however, it may offer opportunities to create a

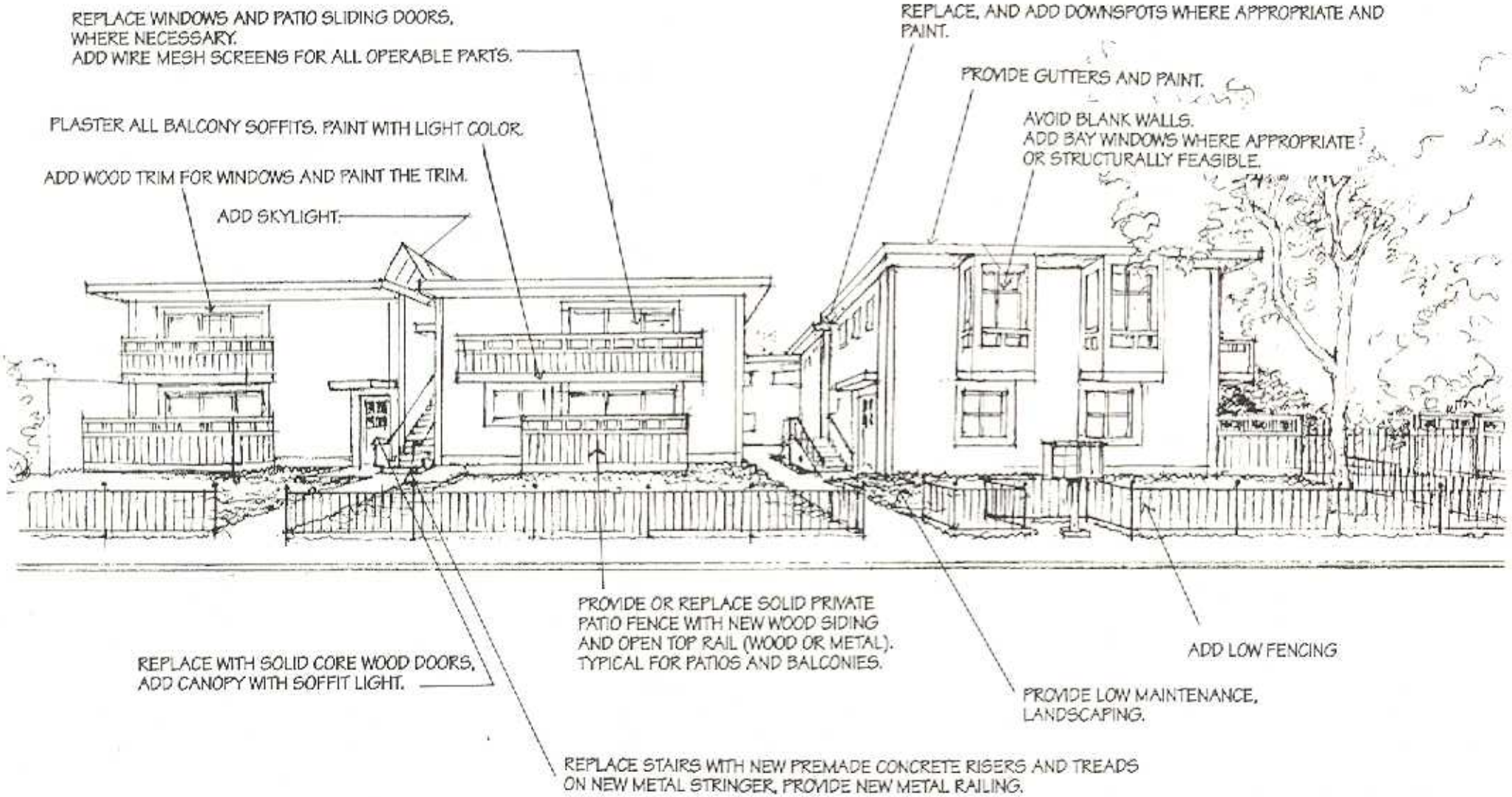
Architectural Embellishments for the McCreery Avenue Apartments

Figure 13



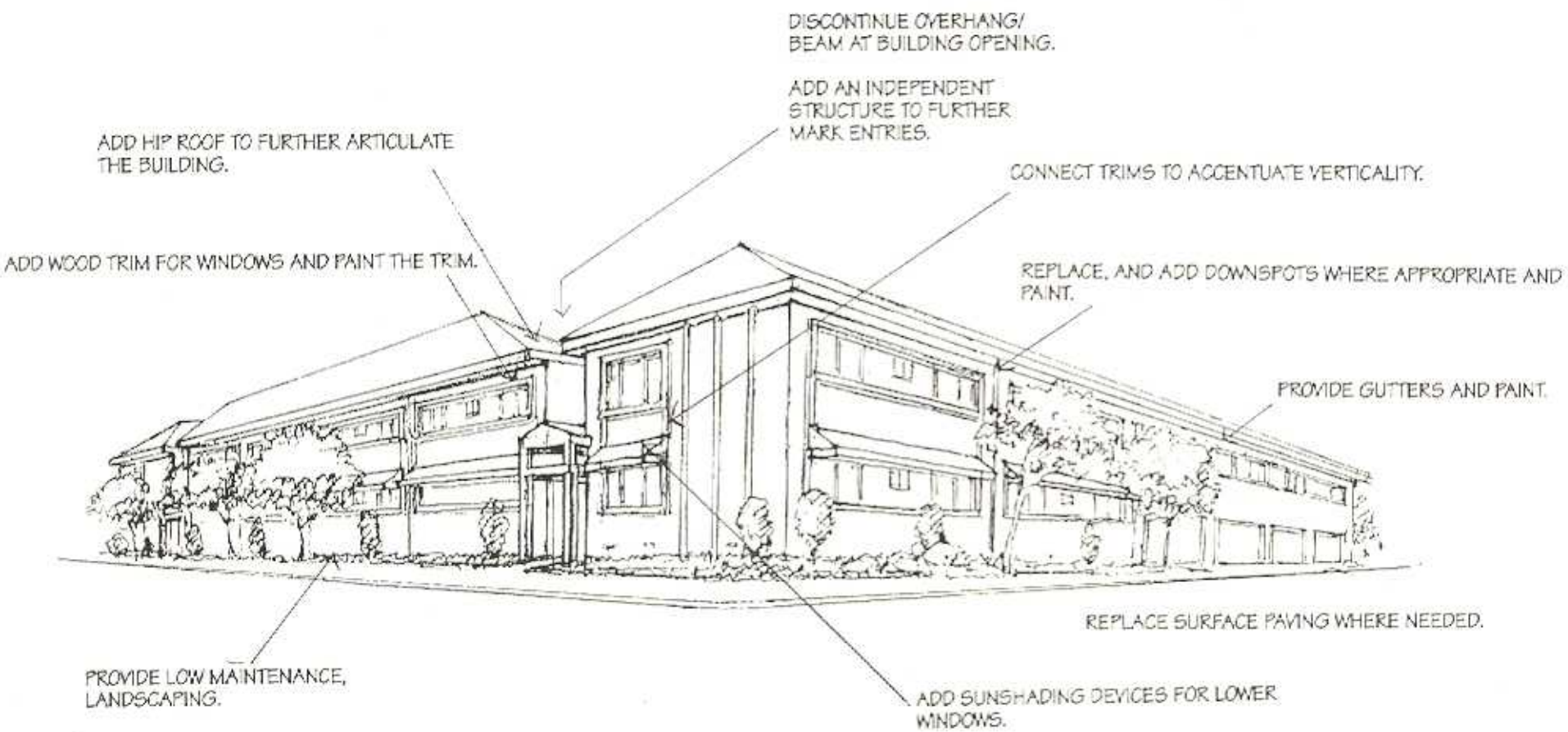
Architectural Embellishments for the Apartments on the Northside of Poco Way

Figure 14



Architectural Embellishments for the Large Apartment Buildings at Poco Way and Sunset Avenue

Figure 15



parklike entry into the neighborhood and provide a larger area for new construction. Figure 11 presents one illustration of a possible site plan. Figures 13 and 14 depict some ideas of possible elevations for the new buildings. These elevations are examples from recently approved affordable housing projects in San Jose. Landscaping and open space concepts are discussed in a separate section in this chapter.

Security. The same principles for security apply in the new construction area as in the rehabilitation area. Visible and defensible spaces should be created for parking, open space, apartment entries, and play areas, ideally by combining a couple of these activity areas together. Windows and doors should face onto these critical areas. Security at night is enhanced with good lighting around the buildings, and in parking and other outdoor areas. Light fixtures which are not easily broken would need to be installed throughout the development. Trash enclosures and laundry rooms would also need to be designed to discourage vandalism and their use as hiding places.

Parking. Surface parking should be provided which meets the City of San Jose parking requirements. If covered spaces are desired, then carport roofs supported by posts or columns would be appropriate. Small landscaped islands should be installed at regular intervals throughout the parking areas.

Trash Enclosures. Trash enclosures would shield the garbage and recycling bins giving less visibility to trash in the neighborhood. Trash enclosures should be built at least six feet away from the buildings in locations throughout the residential areas. These enclosures would need to be carefully designed to discourage graffiti and not create new hiding places. For example, the enclosure could be a 3- or 3½-sided structure made of wood and/or an open pattern of concrete block. Flap gates could be installed to facilitate movement of the bins. Trash enclosures should be placed in locations that would facilitate direct trash pick up without putting the bins on the street.

Landscaping and Open Space

Landscaping is needed throughout the Poco Way neighborhood. The careful selection and placement of plants should beautify the area, provide needed shade, accentuate the land plan, facilitate recreation use, and enhance pride in the neighborhood. The *Landscape and Irrigation Guidelines* (San Jose Department of City Planning and Building) is an important resource for the development of landscape plans. In addition, three general principles should guide the installation of on-site landscaping for the entire study area:

1. The overall landscape design should be functional, simple, and attractive.

2. Common open spaces in the neighborhood should accommodate a wide range of landscape treatments, including lawn areas, kitchen gardens/community gardens, raised planted areas, and usable hardscape areas for children's tricycle-riding and adult recreation (e.g., half-court basketball).

3. Canopy trees should be planted throughout the study area to provide shade to the open space areas, streets, and building openings, and to connect

Sample Elevation 1: Hillview Glen Apartments

(Core Development)

Front Elevation

Figure 17

Sample Elevation 2: Baker Park Housing

(Mid-Peninsula Housing Coalition)

REAR ELEVATION

FRONT ELEVATION

the landscaped area visually to its surroundings.

The selection of appropriate plant materials is very important and should follow these criteria:

- Drought tolerant
- Medium to fast growing
- Low maintenance
- Hardy, durable and resilient
- No poisonous or "dangerous" plants
- Small shrubs best; large shrubs should be "open and airy"
- Trees with large canopies
- Small and prolific flowers

Table 6 suggests plant materials that generally satisfy these criteria. This plant list is not exhaustive and other resources may provide additional ideas (e.g., *Landscaping for Water Conservation* by the East Bay Municipal Utility District).

The design of landscaped areas in the Poco Way neighborhood should have a comprehensive approach that effectuates the land plan and enhances it while complementing its surroundings. The landscape design for the neighborhood could take many forms, approaches, or themes. Below are a few suggestions for specific subareas within the neighborhood.

East of McCreery Avenue. Pairs of fourplexes face onto a common courtyard in this portion of the study area. Balconies and fenced private open spaces extend into this interior space. The common open spaces are visible from the street. There are several of options for these areas:

- A parklike open space area could be established by a central lawn area and trees. Hardscape should complement the rest of the area. This open space area should enable play and recreation uses.

- The "courtyard" environment could be enhanced with a central large planter box containing a large shade tree (e.g., Chinese Evergreen Elm) and flowering, low growing, hardy groundcover (e.g., Star Jasmine and Trailing Lantana). The planter could be about 24 inches high, constructed of materials such as railroad ties or textured concrete. The planter edge could also serve as a seating area. Common open space areas not landscaped should be integrated into the hardscape.

- A community garden could occupy a portion of the common open space area. This garden would be for the use of the tenants who live in the eight units facing it. Short, gated fencing at the sidewalk edge should frame and "protect" the garden. Hardscape and small scale landscaping adjacent to the buildings should be integrated into the overall landscape design.

The front setback area should be planted with trees and grass or hardy, low growing shrubs that visually connect the buildings and courtyard areas while fitting into the plan's landscape approach. The entry walk could be enhanced by adding trees to each side of the walk.

It is important to clearly differentiate the parking areas from the open space and landscaped areas. Trees or a short fence with a gate should close off the parking area.

North Side of Poco Way. This portion of the study area contains interior common open spaces framed by buildings.

Table 6
Potential Plant Materials

Trees	Shrubs
Streetside	**Tall** (use carefully)
Rhus lancea (East African Sumac) *Fraxinus oxycarpa* "Raywood" (Raywood Ash) *Robinia ambigua* "Idahoensis" (Idaho Locust) *Plantanus sp.* (Sycamore)	*Photinia fraseri* *Abelia grandiflora* (Glossy Abelia)
Large open areas in the rear yards	**Medium height**
Pistacia chinensis (Chinese Pistache) *Koelreuteria bipinnata* (Chinese Flame Tree) *Ulmus parvifolia* (Chinese Evergreen Elm)	*Raphiolepis indica* (India Hawthorn) *Agapanthus* "Queen Anne" (Lily of Nile) *Acanthus mollis* (Bear's Breech) *Escallonia rubra* *Escallonia rubra* "Terri" *Salvia leucantha* (Mexican Bush Sage) *Canna sp.* (Lilies)
Smaller enclosed areas	**Low Growing**
Agonis flexuosa (Peppermint Tree) *Sophora japonica* (Japanese Pagoda Tree) *Lagerstroemia indica* (Crape Myrtle) *Prunus cerasifera* "Krauter's Vesuvius" (Cherry Plum)	*Lantana montevidensis* (Trailing Lantana) *Limonium perezii* (Sea Lavender) *Trachelospermum jasminoides* (Star Jasmine) *Westringia rosmariniformis* (Rosemay Bush Westringia) *Centranthus ruber* (Red Valerian) *Chrysanthemum parthenium* (Feverfew)

The open space areas are typically shaded and have limited street views; however, windows and some apartment entries face onto them. To create a usable open space, a paved path could encircle a central lawn/green area strategically planted with trees to define and enhance this space. A landscape edge between the buildings and path could frame the open space. In this approach, the path should be wide enough (e.g., minimum five feet) to enable little children to ride their tricycles or play with other toys. Paved paths should connect individual doorways to the main circular path. The pavement could consist of brushed concrete or other functional and appealing material. The lawn area could be gently mounded to define children's play areas and/or passive relaxation areas.

Additional landscaping near the buildings could include large masses of ground

cover (e.g., ivy or *Ajuga*) and trees. Vines (e.g, Star Jasmine) could climb up trellises attached to the buildings. Benches or other durable outdoor furniture could be added to this common open space area, facilitating more use, such as supervision of the play areas and/or visiting or relaxation spots.

In the front setback along Poco Way, trees could be planted with grass to create a parklike environment which transitions to the interior courtyard. In addition, the ground floor units without private open spaces could be fitted with small fenced, paved patio areas.

East end of Poco Way. There are two large, two-story apartment buildings at the east end of Poco Way. The common open spaces for these buildings are interior courtyards. The building at the southwest corner of Poco Way and Sunset Avenue has a swimming pool. The building at the northwest corner of Poco Way and Sunset Avenue has a paved courtyard. Both courtyards could be enhanced by adding planted areas with trees and low growing, hardy shrubs.

These buildings need streetside landscaping to create an attractive appearance and unify it with its surroundings. Trees and grass should be planted in the front setback areas. Flowering vines (with appurtenant trellises) could be added to extend the landscape to the buildings.

New Construction Area between Poco Way and Story Road. Significant opportunities exist to establish drought tolerant, easy to maintain, and durable landscaping throughout the new construction area. This portion of the neighborhood could benefit from a variety of treatments including courtyards, central planted areas, common greens/lawns, community/kitchen gardens, or other approaches. Recreation areas (e.g., tot lots, half-court basketball, etc.) may also be accommodated in this area.

Landscape treatment along Story Road. The landscaping along Story Road must be carefully designed to protect the neighborhood from visible or physical penetration, and to create an attractive presence and transition to the neighborhood business district. Potential noise impacts from Story Road may also need to be mitigated. Walls or fencing in conjunction with landscaping may be needed between the buildings to close it off from the street. Attractive setback landscaping should be planted along Story Road which includes a mixture of trees, open shrubs, and low growing plants. Vines that climb fences or walls should be carefully selected so as to discourage graffiti but not to create footholds for people to use to get over the fence or wall.

Landscaping in All Off-street Parking Areas. Durability and easy maintenance are the key principles for the small planted areas in the parking lots. One tree should be established in each planted area with low growing, drought-tolerant ground cover.

Street Trees

All public streets in the study area should have street trees which provide summer shade, are drought tolerant, and are relatively maintenance free. Trees should have large canopies to bring the two sides of a street together visually. The choice of tree species should be compatible with existing street trees on adjacent streets, particularly along Story Road. Possible tree species might include the Chinese

Flame tree *(Koelrenteria bipinnata)*, Yarwood Sycamore *(Plantanus)*, Chinese Pistache *(Pistacia Chinensis)*, and Maidenhair tree *(Ginkgo biloba 'Fairmont')*.

Path Between the Arbuckle Elementary School and Poco Way

This path provides an important linkage between the school and the neighborhood. As such, it should be widened to reflect its significance in the community. The path could be landscaped along both sides with trees and/or durable, low growing plants or shrubs. Both entrances onto the path could be announced by tree plantings. Suggestions for plant materials are contained in Table 6. Lights should also be added to the path to create a safer environment. These improvements would make this portion of the neighborhood more attractive and more secure.

Arbuckle Elementary School

As discussed in Chapter Two, the Arbuckle Elementary School plays an important role in the lives of the Poco Way Neighborhood residents. The school is not only a place for children to learn but it is also the closest open space and recreation area for the neighborhood. As such, the Poco Way Neighborhood Revitalization Strategy includes suggestions for physical improvements to the school grounds.

Based on input from the community, several ideas are suggested for the play fields and tot lots. The field could be graded to improve the overall drainage of the site. A new irrigation system could be installed to facilitate the maintenance of the field. Given the cultural diversity within the neighborhood and the student body at Arbuckle School, the ball field could be striped for two types of games: soccer and baseball. The two fields would overlap; however, the two games would provide more variety and would include the universal and popular game of soccer, shared by many cultures. The field striping should not preclude people from playing other games on a more informal basis.

The existing tot lots near Cinderella Lane could also be improved with new play equipment, meeting current Americans with Disabilities Act requirements. The perimeter of the schoolyard which abuts the apartments along Poco Way and McCreery Avenue could be planted with trees to buffer the school from the residential neighborhood. A good fence should be installed and maintained along this same perimeter edge to ensure that the school yard is only accessed from designated entries and not over this fence.

Implementation Strategy

This chapter discusses the implementation of the elements of the Poco Way Neighborhood Revitalization Strategy, focusing on actions to ensure the long term revitalization of the neighborhood. A time line is provided at the end of the chapter for illustrative purposes only.

Common Ownership

From discussions with other cities who are also trying to revitalize low income, rental communities, it is clear that common ownership is critical for prompt implementation. Many successful revitalization strategies in California have had common ownership as one of their characteristics (for example, Stockton and Anaheim). Common ownership also facilitates common management which is critical to long term success, as discussed in the next section.

Additional advantages of common ownership include: (1) the ability to coordinate and implement major physical improvements in the neighborhood in a timely manner; (2) the potential reduction of relocation impacts by providing a pool of units available for temporarily displaced tenants; and (3) the potential ability to ensure long term affordability of the units to low income households.

Without common ownership, individual property owners would have the option of participating or not in the revitalization of the neighborhood. This uncertainty can delay the implementation of the project, particularly if individual property owners decide not to participate in the strategy.

Common ownership of many units provides flexibility in the timing of the rehabilitation work, vis-a-vis the new construction work, to minimize relocation impacts. With a pool of units, more residents would be able to potentially remain in the neighborhood during the construction period.

Finally, common ownership may provide an opportunity to reduce the rents from market rates to rents that are affordable to low income households. The determination of rents depends upon the owner and their commitment to providing affordable housing.

Common ownership of all the units is not necessary for the strategy to be effective. Some properties are in relatively better condition and the property owners have shown interest in caring for their properties by participating in the City of San Jose Paint Grant Program and Housing Rehabilitation Program. This independent initiative is critical to the implementation of the Strategy; however, some incentives may be needed to encourage the development of the parking, open space, landscaping, and facade improvements recommended in this Strategy.

In summary, it is critical that a single owner have control of the most deteriorated buildings to facilitate demolition and new construction as well as major rehabilitation. Acquisition efforts are supported by this Strategy as a key action in the project's implementation.

Common Management

Common management of all the apartment units is necessary to ensure prompt and regular maintenance of the units and properties, to resolve tenant issues consistently throughout the neighborhood, and to facilitate the long term success of the area's revitalization. Single ownership of all the properties is not required for common management of the properties. Property owners would need to enter into an agreement with the management organization. The agreement would identify the specific services provided by the management organization and the costs of such services.

Common management should be the responsibility of a competent organization with a proven record of success, compassion toward people of all backgrounds and income levels, and the ability to work closely with tenants. All tenant rules should be the same throughout the entire neighborhood. These rules should be posted on each building. The management approach should involve tenants with on-site management activities and with the maintenance of the physical improvements to foster pride and respect in the neighborhood. In this way, the tenants become partners with the management organization, and together they work toward maintaining an attractive and functional neighborhood.

Relocation Plan

Prior to any displacement, a relocation plan would be prepared in accordance with state and/or federal requirements. This plan would be developed with the direct and frequent participation of the affected tenants. The process should be handled thoroughly in a careful and sensitive manner. To the extent feasible, all permanent relocation should minimize the disruption of the community fabric, ideally by finding replacement housing as close to the Poco Way neighborhood as possible.

Street Improvements

Street Closure. A temporary street closure should be initiated for Poco Way at Sunset Avenue. Vehicles would enter Poco Way at McCreery Avenue to access the properties. There would be barricades at Sunset Avenue, creating a "deadend" for Poco Way. The temporary closure would be a first step toward a permanent closure to stop through-traffic on the street and to reduce reckless driving. A study of any changes in traffic patterns in the immediate area would be done during the temporary closure. This information could be valuable in the design of the permanent closure.

Other Street Improvements. Other improvements to the street include adding street trees, installing "chokers," adding wheelchair ramps, abandoning a portion of Poco Way, and creating the "land bridge" and parking area. All of these items need to be carefully designed and coordinated with the design of the new construction project. The feasibility of placing utilities underground needs to be explored due to the potential high cost of this action.

Street Name Change. Some members of the community are interested in giving Poco Way a new name. Additional community meetings are needed to pursue this idea further. If the community decides to change the street name, the City would process the request through its normal procedures.

Rehabilitation and New Construction of Housing

To the extent feasible, a master "developer" should be identified to complete the street improvements, most of the rehabilitation work, and all of the new housing construction. The developer should have experience with affordable housing products and sensitivity toward the community. The developer would be responsible for preparing a relocation plan.

The rehabilitation work on properties outside of the control of the "master developer" would be the responsibility of the other property owners. The City of San Jose should work with these property owners to identify appropriate incentives to complete the remaining work. These incentives could take many forms and should be explored thoroughly.

All of the improvements would be subject to the development regulations and processes of the City of San Jose.

Improvements to Arbuckle Elementary School

The Strategy suggests improvements to the playfields at the Arbuckle Elementary School. The City of San Jose should initiate discussions with the Alum Rock School District regarding the suggested improvements. To the extent feasible and appropriate, the City should identify ways for it to work with the school district to implement the improvements.

Improvements to the Surrounding Area

The long term revitalization of the Poco Way neighborhood depends not only on improvements to the neighborhood but also to the surrounding area. Graffiti abatement, code enforcement and other neighborhood services should continue to be provided to the larger Arbuckle neighborhood to facilitate a broader revitalization.

Community Enhancement for Long Term Success

Community Activities. The proposed community/recreation building provides an important opportunity to bring the community together through a variety of activities. Courses could be offered in parenting, language, housekeeping, literacy, and specific skill-building topics. The building could also be a place for neighborhood social events, a homework center, a day care center, or other uses of interest to the community.

Resident Participation. To foster pride and respect in the neighborhood, residents should participate in the final design of the improvements to the area. To the extent feasible, residents could also be involved in tree planting, landscape maintenance, and other activities.

Broader Community Participation. The Rotary Club, Story Road Business Association, and other organizations could potentially participate in the revitalization of the neighborhood by taking on specific improvement projects.

Illustrative Time Line

The following is an illustrative time line depicting one possible sequence of events. Some actions may proceed faster than others depending upon funding and other considerations. Many of the actions could be pursued simultaneously or in a different order than shown below. For example, the construction of the new units may occur before the completion of the

rehabilitation of the apartments. Some actions would probably be completed by the City of San Jose, and others would be handled by the property owner(s).

The illustrative time line assumes that the City of San Jose would chose to work with a single "developer" who would be responsible for the rehabilitation, new construction, and street improvements along both sides of Poco Way. Other rehabilitation improvements would be the responsibility of the other property owners, with assistance by the City of San Jose where feasible and appropriate. The illustrative timeline indicates that it may take 1½ to 2 years to complete the improvements recommended in the Strategy.

Summer 1994:

- *City of San Jose*: Determine the best method of obtaining common ownership of most of the units.
- *City of San Jose*: Implement a temporary street closure for Poco Way at Sunset Avenue in anticipation of the future, permanent closure.
- *City of San Jose*: Determine the best method of rehabilitation and development of the properties, including City-owned properties, consistent with the Strategy.
- *City of San Jose*: Initiate discussions with the Alum Rock School District regarding suggestions for improvements to the Arbuckle School contained in this document.
- *Developer*: Apply for funding for rehabilitation of units and construction of new units.
- *Developer*: Prior to any displacement, work with the appropriate agencies (including the City of San Jose) to prepare and finalize a relocation plan. Include the active participation of residents throughout the process.
- *Developer*: Apply for the necessary permits for the rehabilitation and new construction work.

Fall 1994:

- *Developer*: Learn about funding availability. If necessary, the developer should secure any other funds needed for the completion of the project.
- *Developer*: Complete the permit process(es).

Fall 1994:

- *City of San Jose*: Work with the other property owners to determine the financial approaches which will be used to complete rehabilitation and site improvements. Identify a schedule for implementation, coordinated with the timing of the other neighborhood improvements to minimize disruption to the community.

- *City of San Jose*: Finalize an implementation schedule with the Alum Rock School District with respect to improvements at the Arbuckle School, depending upon available funding.

Winter through Fall 1995:

- *Developer*: Complete the rehabilitation work in phases to minimize disruption to the neighborhood.

Fall 1995:

- *Developer*: Remove the buildings on the site upon which the new construction would take place.

- *Developer*: Begin construction of the new units, preferably in phases to minimize relocation impacts.

Fall 1996:

- *Developer*: Complete construction of all new units.

- *Developer*: Initiate the abandonment of the east end of Poco Way. Complete all permanent street improvements, coordinating this work with the undergrounding of utilities (assuming funding for the undergrounding is available).

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Lt. Kenn Christie, Police Department
Officer Ken Willey, Police Department
Joel Slavit, Department of Public Works
J. P. Tindell, Department of Public Works
Timm Borden, Department of Public Works
Gary Fones, Department of Public Works
Hector Guerra, Redevelopment Agency
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